Headquarters United States Army Recruiting Command Fort Knox, Kentucky 40121-2726 25 March 1993	*USAREC Regulation 350-10 Effective 30 April 1993

Training

Recruiting Battalion Production Management System

This UPDATE printing publishes a revised regulation which is effective 30 April 1993. Because of the extensive changes no attempt has been made to highlight changes from the previous edition.

For the Commander:

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Summary. This regulation establishes policies and procedures for, and the use of, the Battalion Production Management System.

Applicability. This regulation applies to battalion level leadership of Regular Army, United States Army Reserve, Army Nurse Corps, and civilian recruiters actively on production. If any provisions of this regulation not required by law conflict with the terms of a collective bargaining agreement, the collective bargaining agreement shall take precedence.

Impact on New Manning System. This regulation does not contain information that affects the New Manning System.

Supplementation. This regulation will not be supplemented or superseded without the written approval of the Commanding General, United States Army Recruiting Command.

Suggested improvements. The proponent agency of this regulation is the Office of the Director of Recruiting Operations. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQ USAREC (RCRO-PP), Fort Knox, KY 40121-2726.

Distribution. Distribution of this issue has been made in accordance with USAREC Pam 25-30, distribution C. This regulation is published in the Recruiting Brigade and Battalion Operations UP-DATE.

Contents (Listed by paragraph number)

*This regulation supersedes USAREC Regulation 350-10, 29 May 1990.

Chapter 1
Introduction

Section I
General

1-1. Purpose
This regulation establishes the policies and procedures for, and the use of the Battalion Production Management System. It is essential that battalion leadership teams (BLT) thoroughly familiarize themselves with recruiter, recruiting station (RS) commander, and company leadership team (CLT) responsibilities as contained within USAREC Reg 350-6, USAREC Reg 350-7 (particularly as it applies to the mechanics of mission box planning), and USAREC Reg 350-9 in order to properly supervises subordinate activities.

1-2. References
Required and related publications and blank forms are listed at appendix A. A fast reference for the BLT is listed at appendix B.

1-3. Explanation of abbreviations and terms
Abbreviations and special terms used in this regulation are explained in the glossary.

Section II
Concept

1-4. Mission
To command, supervise, and train assigned recruiting personnel in order to accomplish the assigned monthly mission box with absolute integrity, while observing all current policies and regulations.

1-5. Production management
Production management techniques described in this regulation are structured to conform with the steps of the recruiting process as shown at figure 1-1.

a. Production management instruments used by BLT to manage production are presented in appendixes A through N. These are:

(1) References (app A).
(2) BLT publications library (app B).
(3) Summary of required reports and records (app C).
(4) Recruiting battalion (Rctg Bn) operations map (app D).
(5) School plan matrix (app E).
(6) Rctg Bn level mission box plan (app F).
(7) Total Army Involvement in Recruiting (TAIR) event summary sheet (app G).
(8) Processing list worksheet (app H).
(9) Daily production report (app I).
(10) Waiver log (app J).
(11) Battalion Operations and Awards Reporting System (BOARDS) data systems report (app K).
(12) OCS/WOFT/Nurse Reporting System (OWNRS) data base report (app L).
(13) Standardized Rctg Bn briefing (app M).
(14) Nurse RS and CLT evaluation checklist (app N).

b. Use of the production management forms described within this regulation is mandatory.

1-6. Enlistment standards
The Enlistment Standards Program (ESP) contains provisions to monitor the entire recruiting process in order to identify potential areas of recruiting improprieties (RI). All allegations of RI will be reported to Enlistment Standards Directorates, Headquarters, United States Army Recruiting Command (HQ USAREC). Allegations of RI will be investigated. Details of the ESP are set forth in USAREC Reg 600-26. RI are defined in USAREC Reg 601-45.
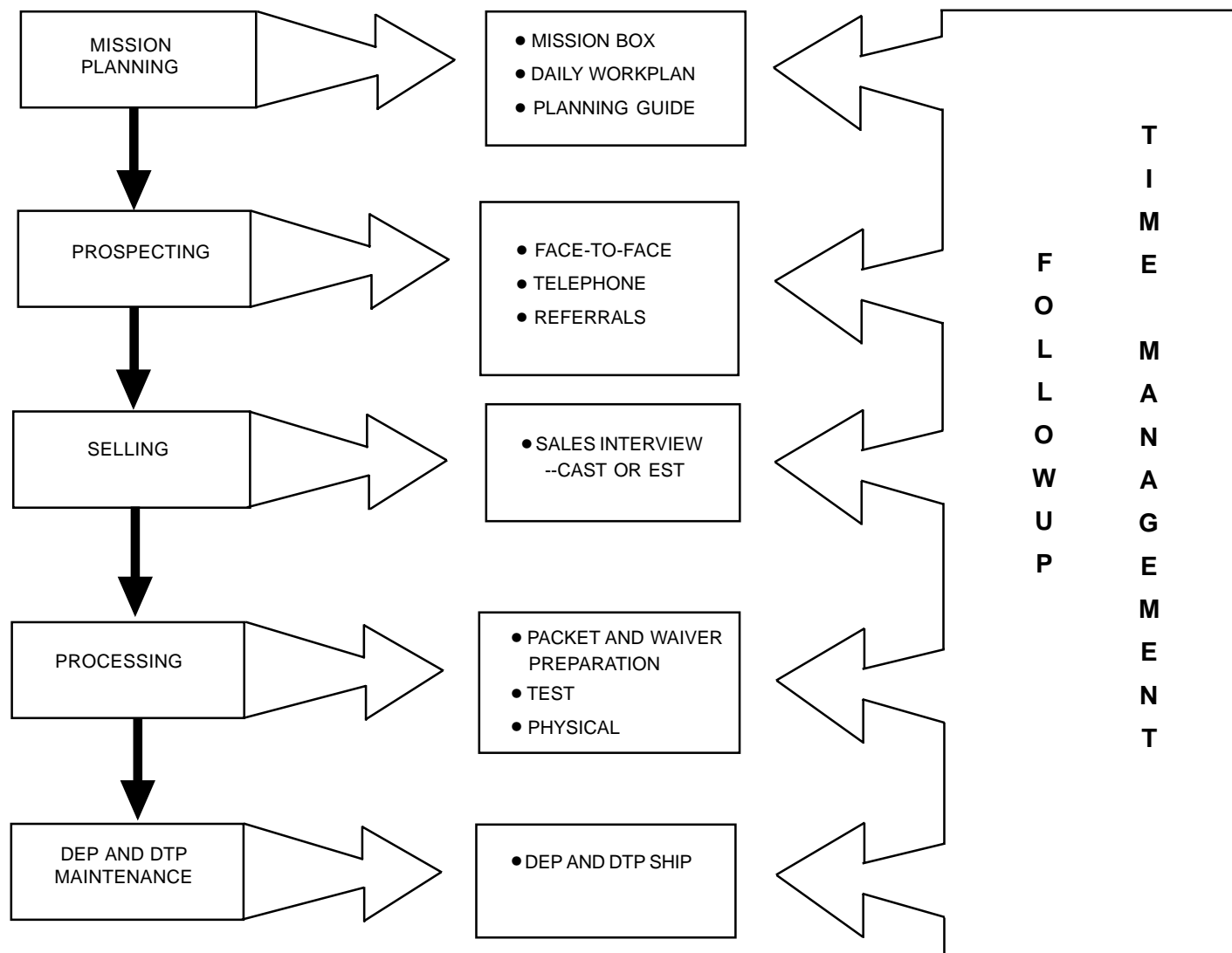

Figure 1-1. Processing cycle (RA and USAR) mission

Chapter 2
Command and Management

Section I
General

2-1. Command functions
BLT will receive command and management directives from the recruiting brigade (Rctg Bde) commander and the Rctg Bde commander's designated staff officers, as required.

2-2. Rctg Bde daily performance review
Rctg Bn commanders or their designated representative (operations officer, executive officer) will telephonically contact Rctg Bde commanders or their staff, as required. The purpose of this contact will be to provide production-related reports and receive guidance concerning recruiting operations, administration, and logistics.

2-3. CLT daily performance review
Daily performance review (DPR) between the BLT (or key staff members) and the CLT is the method used to establish command and control of the Rctg Bn's production, to effect management of CLT, and to determine individual and organizational training needs. Personal DPR is conducted to evaluate, indepth, recruiting company (Rctg Co) operations and the efficiency of assigned recruiting leadership personnel. DPR may be accomplished telephonically, but as a minimum (and geographically feasible) will conduct face-to-face DPR with each Rctg Co commander or first sergeant (1SG) on a monthly basis.

2-4. Reception and integration
BLT must ensure that newly assigned personnel are adequately sponsored prior to and after arrival, in order to facilitate a smooth transition to recruiting duties. Details of the sponsorship program may be found in USAREC Suppl 1 to AR 612-11.

Section II
Management Functions

2-5. Administration
Efficient administration of the Rctg Bn must be accomplished to sustain recruiting operations while minimizing the impact of administrative duties upon production. The BLT must ensure that:
   a. The Command Integrated Management System (CIMS) data base is maintained with current and accurate information as described in ADSM 18-V99-D35-UNV-UM, to permit production-related management decisions and to support data requirements of other management activities involved with personnel and logistics administration and production analysis.
   b. Files are maintained in accordance with applicable regulations, and a list of selected file numbers will be furnished to assigned Rctg Cos and RS.

2-6. Rctg Bn reports fed to Rctg Co
In support of production the BLT will supply the following reports to their CLT on a monthly or as required basis:
   a. Copy of Rctg Bn waiver log.
   b. End of month BOARDS Production Report for each recruiter year-to-date (YTD).
   c. ESP reports (Volume II).
   d. Substitution rules (monthly or whenever changed).
   e. Periodic OWNRS run.
   f. Copy of most recent recruiter zone analysis (RZA).
   g. Monthly awards status of each recruiter.
   h. Quarterly training guidance.
   i. Density resource listing.
   j. Mission confirmation memorandum.
   k. Schedules for:
   (1) Institutional Armed Services Vocational Aptitude Battery (ASVAB) sessions.
   (2) Funded Delayed Entry Program (DEP) and/or centers of influence (COI) functions.
   (3) TAIR and/or United States Army Recruiting Support Command exhibits.
   (4) Scholar/athlete awards.
   l. Daily disposition reports.
   m. Electronic mail system and Recruit Quota System messages, as appropriate.
   n. Tested not enlisted report.
   o. Shipper report (Regular Army (RA) and/or United States Army Reserve (USAR)).
   p. Inspector General, Rctg Bde, and Rctg Bn inspection reports.
   q. Rctg Bn high school (HS) plan.
   r. Troop program unit fill data (from FORSTARS).
   s. Accrued leave roster.
   t. Unit Manning Roster.

2-7. Security
The BLT must ensure that:
   a. Negotiable instruments are properly safeguarded.
   b. Joint Optical Information Network equipment is secured in accordance with applicable directives.
   c. Vehicles are secured and parked in an approved location, and that vehicle logbooks and credit cards are secured.
   d. All personnel are aware of actions to be taken in the event of bomb threats, civil disturbances, or terrorist situations.
   e. Unauthorized personnel do not have access to unattended recruiting facilities.
   f. The Rctg Bn headquarters is secured at the close of business each day or when unattended.
   g. The physical security of RS and Rctg Cos is checked upon each site visit.

2-8. Operations
   a. In managing operations, the BLT will:
   (1) Establish policy regarding the hours of operation for the Rctg Bn headquarters, the time and exact scope of each CLT and Rctg Bn commander (or staff) DPR, and the division of labor (specific responsibilities) for members of the Rctg Bn staff.

   (2) Evaluate the performance of assigned CLT and staff to determine their leadership and operational training needs and ensure these needs are met.
   (3) Ensure recruiting operations are conducted with absolute integrity and in accordance with applicable regulations.
   (4) Identify all production-related reports and records required from Rctg Co commanders, establishing procedures and suspenses for each.
   (5) Ensure that the BOARDS and OWNRS data base are maintained with current and accurate information to support production analysis requirements and permit the formulation of management decisions.
   b. The BLT will ensure that the training of new recruiters is being conducted within each Rctg Co in accordance with USAREC Reg 350-4 and USAREC Pam 350-2. Under the Transitional Training and Evaluation (TTE) Program, RS commanders train and evaluate the abilities of their TTE recruiters. Interruptions of this training period will leave gaps in required training. The BLT must ensure new recruiters are not assigned to a one-man RS, moved during their TTE period, or used as RS commanders.

2-9. Logistics
The BLT will ensure:
   a. The Rctg Bn headquarters and all Rctg Cos present a clean and professional appearance, and that requests for facility maintenance are handled expeditiously by the Rctg Bn staff.
   b. All janitorial services are provided in accordance with lease agreements or separate contract.
   c. Each Government-furnished vehicle is used for official business only and properly maintained.
   d. All domicile-to-duty travel is properly approved and documented in accordance with USAREC Reg 56-1.
   e. All assigned property is properly inventoried and managed.
   f. Required expendable supplies are on hand.
   g. The CIMS data base is current with all tables of distribution and allowances authorizations, and changes to facilities and equipment are on hand.

Section III
Operations and Production Analysis

2-10. Market penetration
The DOD New Contracts/Accessions Report (S45) will be used by the BLT to evaluate market penetration.
   a. Published quarterly, the report indicates (by ZIP Code) the number of new RA contracts and accessions for the month, quarter, and YTD, compared with the production of other services. The report is based upon calendar month and the ZIP Code of a DEP enlistee's home of record (or the enlistee's present address, in the case of accessions). Therefore, absolute correlation with the Rctg Bn's production is generally not

possible. However, the information does provide sufficiently accurate data to assess the adequacy of market penetration by individual recruiters, RS, Rctg Cos, and the Rctg Bn. Rctg Bns should examine the report to determine productive and underworked ZIP Codes.

b. The BLT will review each S45 report within 7 days of receipt.

2-11. Contract, accession, and packet production

Leadership of the RA, USAR, and Army Nurse Corps (ANC) production missions is based upon analysis of contract (or packet) accomplishment in relationship to straightline glidepath. The BLT may reasonably expect the continuous testing of qualified applicants by Rctg Cos will yield a continuous flow of contracts and packets for the Rctg Bn; although at recruiter and RS level this may not be the case. BLT leadership decisions and actions, as indicated by current production status, must therefore ensure:

a. Continuous prospecting is accomplished daily and that prospecting standards are enforced by the CLT.

b. Efficient prospecting and sales techniques are employed by the sales force.

c. Adequate DEP and Delayed Training Program (DTP) maintenance is accomplished following enlistment or selection of commissioning.

d. Training is accomplished to improve or sustain recruiting efficiency.

e. Contract and packet production is effectively managed by subordinate commanders, and that local standards regarding prospecting activity are not imposed in lieu of training designed to improve prospecting efficiency, sales, and processing.

f. Early warning indicators, available by analysis of the mission box plan and production management forms and records, which suggest probable mission shortfall are used to formulate corrective action by leadership teams at each level.

2-12. Telecommunications

All personnel must become familiar with the guidance and policy contained in USAREC Reg 25-10 and personal telephone calls are not made at Government expense.

Chapter 3
Mission Planning

3-1. Mission

The BLT is responsible for Rctg Bn mission box success through:

a. Leadership exercised over CLT.

b. Effective planning and execution of the Rctg Bn mission box plan and Rctg Co mission box plan.

c. Effective analysis and troubleshooting of the production management system (PMS).

d. Maintaining a high level of leadership and sales proficiency through effective training and development of subordinates.

e. Supervision, training, motivation, and welfare of all personnel assigned or attached to the Rctg Bn.

3-2. Time management

a. Effective time management is required for successful mission box accomplishment.

b. BLT will ensure nonmission-essential tasks are not allowed to infringe upon critical recruiter sales-related tasks or the training of those tasks.

c. BLT will ensure efficient use of time by its subordinates.

3-3. Mission planning

a. Each BLT will issue any guidance felt to be necessary, prior to the beginning of RS level mission box plan preparation.

b. Daily management within the BLT. At this level of activity, a glidepath may be constructed which will allow the BLT to actively monitor the Rctg Bn's progress towards mission box accomplishment. If the Rctg Bn's testing level falls below the level historically shown as necessary to accomplish mission box (as depicted on the conversion data summary), an examination of each individual Rctg Co's testing activity should reveal shortcomings at the Rctg Co level. If a CLT fails to produce a sufficient pool of test-qualified individuals to remain on mission box glidepath, immediate action should be taken to ensure that the Rctg Co's leadership recognizes the problem and takes necessary action to increase testing activity to the level required for success.

3-4. Officer Candidate School and Warrant Officer Flight Training packet production

Officer Candidate School (OCS) and Warrant Officer Flight Training (WOFT) missions, as they are not currently to be assigned below Rctg Co level, are the responsibility of the Rctg Bn commander and the CLT. The degree of personal involvement required in generating leads and processing prospects for these programs must be determined by constant review of OWNRS data, in order to determine if recruiter activity in the OCS and WOFT arena is sufficient to meet packet-production requirements.

3-5. Special missions

Analysis of special production mission performance (e.g., Reserve Officers' Training Corps), critical language skill fill, near term accession goals, push military occupational specialty, etc.,) is accomplished using techniques described in implementing instructions provided for each announced special mission.

3-6. BOARDS

The Rctg Bn commander's production analysis capability is expanded and enhanced by utilization of production data available through automation. A description of reports and records within the Operations Module for BOARDS is contained at appendix K. BLT will utilize these reports and records to supplement their production management and analysis capability.

Chapter 4
ANC Application Processing and Applicant Selection

4-1. ANC application preparation and submission

ANC RS commanders (or the CLT in the absence of a multiman nurse RS) will ensure:

a. ANC recruiters prepare appointment applications in accordance with USAREC Reg 601-37. The recruiter is responsible to ensure the application is accurate and complete prior to forwarding it to the ANC counselor.

b. USAREC Fm 533-A (ANC Processing List) is posted with the application submission date.

c. Appointment applications that are returned to the CLT by the ANC counselor for administrative errors, or those applications missing one or more required enclosures will be corrected by the ANC recruiter prior to being forwarded back to the ANC counselor for final quality check. Those applications that are still incomplete or inaccurate will be returned to the BLT to ensure completeness and accuracy.

4-2. ANC selection notification and commissioning

The BLT will be advised of applicant selection or nonselection by the ANC counselor or the Rctg Bn staff and will ensure the following actions are taken:

a. In the event of applicant nonselection, the BLT will ensure recruiters tactfully advise the applicant of nonselection. The applicant will be formally advised of nonselection via a letter from the board at a later date.

b. In the event of selection, an entry will be initiated on USAREC Fm 818 (ANC Qualified Pending Accession Log) in accordance with USAREC Reg 350-7.

c. Applicants selected will be commissioned within 10 days of notification. The Rctg Bn commander, Rctg Co commander, ANC counselor, or any commissioned officer selected by the applicant who is reasonably available, may administer the oath of office. The ANC recruiter will contact the applicant, provide assignment and specialty skill identifier notification, and make appropriate arrangements for the commissioning ceremony, ensuring the applicant is provided transportation to and from the ceremony. Formal notification by selection board letter will also be provided directly to the applicant. DA Form 71 (Oath of Office - Military Personnel) will be completed by the commissioning authority and provided to the ANC recruiter who will forward DA Form 71 in accordance with USAREC Reg 601-37.

4-3. ANC Officer followup procedures

The purpose of ANC officer followup is to ensure the officer's smooth transition to active duty (AD).

a. All pending accessions will be the responsibility of an on-production ANC recruiter, RS

commander, or a member of the CLT.

b. The BLT will ensure the contact of ANC officers pending accession is in compliance with the milestones listed in USAREC Reg 350-6 and USAREC Reg 350-9.

4-4. ANC officers proceeding to AD
Upon accomplishing the final recruiter followup with officers scheduled to proceed to AD, during which a departure date (based on required travel time prior to the reporting date) was announced by the officer, USAREC Fm 200-5 (Army Nurse Corps Prospect Data Record) will be annotated accordingly and placed in the accessed section of the ANC centralized prospect data record file system. The officer's scheduled departure will be reported to the BLT during the DPR. No further action is required, unless the recruiter is contacted by the officer concerned and provided information regarding a required adjustment to the reporting date. In these cases, the BLT will advise the Rctg Bde operations section of pertinent information which will be provided to HQ USAREC (RCHS), Fort Knox, KY 40121-2726, for a determination of appropriate action.

4-5. ANC officer programs
Although ANC commission missions are assigned to ANC recruiters, the BLT will ensure all CLT are actively involved in lead generation and prospecting and processing activities.

Chapter 5
Training

Section I
General

5-1. Purpose
This chapter contains policy and guidance concerning the duties and responsibilities of the BLT as trainers. Details of the programs within this chapter may be found in USAREC Reg 350-4 and USAREC Pam 350-2.

5-2. Policies
a. The BLT has primary responsibility for leadership training of CLT and supervision of the TTE Program as prescribed within USAREC Reg 350-4, USAREC Pam 350-2, and USAREC Reg 350-9, appendix T.

b. Sergeants major (SGM) are the primary trainers of Rctg Co 1SG.

c. Rctg Bn training will be conducted in accordance with USAREC Reg 350-4.

d. Training will be accomplished during site inspections, quarterly training sessions, or Rctg Bn annual training sessions.

e. Rctg Co and RS training will consist of those tasks outlined in USAREC Reg 350-4, USAREC Reg 350-6, USAREC Reg 350-7, and USAREC Reg 350-9.

f. The primary focus of training conducted by the CLT will be to provided assigned personnel with the necessary skills to accomplish mission box.

Section II
Programs

5-3. TTE Program
The TTE Program is the responsibility of the Rctg Co commander and its mechanics and provisions are well laid out in USAREC Reg 350-4 and USAREC Pam 350-2. The BLT should take certain actions to ensure the program is being properly executed.

a. When reviewing the TTE book during RS inspections ensure that training is not being given only token attention. Multiple tasks should not be trained and evaluated on the same day. No-Go tasks should be supplemented with documented additional training. Ask the RS commander when he or she last took the TTE recruiter on a house call or face-to-face prospecting.

b. The Rctg Bn commander should give his or her orientation as close as possible to the TTE recruiter's first day on the job, cover the items required in the TTE book, inquiring about sponsorship, and going on record about integrity.

c. Ensure that the Rctg Bn SGM conducts a rigorous TTE board that examines not only the recruiter's level of knowledge, salesmanship, and systems compliance; but more importantly the quality of training and mentorship provided by the RS commander.

5-4. Reinforcement and augmentation training
Reinforcement and augmentation training is training necessary to ensure the continued success of recruiters beyond the TTE Program. The BLT will ensure adequate training is provided to all recruiting personnel on a regular basis. Reinforcement and augmentation training will include sales training, new programs, new procedures, skill qualification test training, and any training that will increase the abilities of recruiters to accomplish their mission.

5-5. Physical training and weight standards
The BLT will ensure physical training (PT) activities and weigh-ins are integrated into the time management plans of all recruiting personnel and accomplished as planned. Soldiers will be required to take the Army physical fitness test (APFT) twice a year for record. All soldiers will be weighed quarterly in accordance with AR 600-9.

5-6. Individual sustainment training task
Individual sustainment training (IST) task is a structured and concise guide for supervisors to ensure all recruiters remain proficient in those essential tasks necessary for mission accomplishment. The BLT will monitor IST to ensure all recruiters are validated at least once annually and training is conducted via the individual training plan. FM 25-100 describes the roll of the senior noncommissioned officer in planning, executing, and assessing individual soldier's skills. Details of the IST are contained within USAREC Reg 350-4.

5-7. Advanced recruiter training
Recruiters who have demonstrated successful performance and the potential for assignment to positions of increased responsibilities should be recommended for attendance at an advanced recruiter training course. Details may be found in USAREC Reg 350-4.

Section III
Administration

5-8. Performance counseling
The rater will conduct performance counseling in accordance with requirements of the new noncommissioned officer evaluation report.

5-9. ESP
The BLT must ensure that all personnel receive enlistment standards training and reinforcement of the ESP principles in accordance with USAREC Reg 600-26.

5-10. Reports and records
The BLT will:

a. Ensure documentation is made of all formal training via training schedules and attendance rosters (in accordance with USAREC Reg 350-4).

b. Ensure documentation is made of informal CLT training by annotating the CLT planning guide.

c. Accumulate progress reports in accordance with AR 600-9 from Rctg Co commanders on personnel failing to meet weight and APFT standards. Take necessary action as appropriate.

Appendix A
References

Section I
Required Publications

USAREC Reg 350-4
United States Army Recruiting Command Training Program.

USAREC Reg 350-6
Recruiter Production Management System.

USAREC Reg 350-7
Recruiting Station Production Management System.

USAREC Reg 350-9
Recruiting Company Production Management System

USAREC Reg 601-37
Army Nurse Corps Officer Recruiting Program.

USAREC Pam 350-2
Recruiter Transitional Training and Evaluation Handbook.

Section II
Related Publications

ADSM 18-P99-R24-UNI-UM
OWNRS User's Manual.

ADSM 18-V99-D35-UNV-UM
CIMS User's Manual.

AR 25-1
The Army Information Resources Management Program.

AR 25-55
The Department of the Army Freedom of Information Act Program.

AR 25-400-2
The Modern Army Recordkeeping System (MARKS).

AR 37-106 with USAREC Suppl 1 thereto
Finance and Accounting for Installations Travel and Transportation Allowances.

AR 40-501
Standards of Medical Fitness.

AR 135-91
Service Obligations, Methods of Fulfillment, Participation Requirements, and Enforcement Procedures.

AR 135-100
Appointment of Commissioned and Warrant Officers of the Army.

AR 140-1
Mission, Organization, and Training.

AR 140-10
Assignments, Attachments, Details and Transfers.

AR 140-158
Enlisted Personnel Classification, Promotion, and Reduction.

AR 350-15 with USAREC Suppl 1 thereto
The Army Physical Fitness Program.

AR 360-5
Public Information.

AR 360-61
Community Relations.

AR 380-13
Acquisition and Storage of Information Concerning Nonaffiliated Persons and Organizations.

AR 385-55 with USAREC Suppl 1 thereto
Prevention of Motor Vehicle Accidents.

AR 600-9
The Army Weight Control Program.

AR 600-20
Army Command Policy.

AR 600-85
Alcohol and Drug Abuse Prevention and Control Program.

AR 601-1
Assignment of Enlisted Personnel to the U.S. Army Recruiting Command.

AR 601-2
Promotional Recruiting Support Programs.

AR 601-210
Regular Army and Army Reserve Enlistment Program.

AR 601-222
Armed Services (Institutional) Vocational Testing Program.

AR 601-280
Total Army Retention Program.

AR 611-201
Enlisted Career Management Fields and Military Occupational Specialties.

AR 621-5
Army Continuing Education System (ACES).

DOD 1304.12Z
Armed Services Vocational Aptitude Battery (ASVAB) Information Pamphlet.

FM 22-100
Military Leadership.

FM 22-101
Leadership Counseling.

FM 25-100
Training the Force.

STP 12-00R25-SM-TG
Soldier's Manual and Trainer's Guide, MOS OOR, Recruiter/Retention NCO Skill Levels 1/2/3/4/5.

USAREC Suppl 1 to AR 612-11
The Army Sponsorship Program.

USAREC Reg 1-18
Management of Centers of Influence Events and Delayed Entry Program Functions.

USAREC Reg 25-10
Telecommunications Management.

USAREC Reg 25-30
Recruiter Business Cards.

USAREC Reg 25-31
Recruiting Station Reference File.

USAREC Reg 55-2
Accountability of Negotiable Instruments, Media, and Meal Tickets.

USAREC Reg 56-1
Management of Government-Owned Vehicles.

USAREC Reg 140-3
Request for Reserve Unit Assignment of Individual Ready Reserve Members.

USAREC Reg 350-8
Military and Civilian Personnel Training and Development.

USAREC Reg 380-3
Security Program.

USAREC Reg 600-22
Assignment of Enlistment Processing Responsibility.

USAREC Reg 600-25
Prohibited and Regulated Activities.

USAREC Reg 600-26
Enlistment Standards Program.

USAREC Reg 601-45
Recruiting Improprieties Policies and Procedures.

USAREC Reg 601-51
Lead Evaluation and Distribution System Technical Manual.

USAREC Reg 601-56
Waiver, Delayed Entry Program Separation, and Void Enlistment Processing Procedures.

USAREC Reg 601-59
Department of Defense Student Testing Program.

USAREC/USARC Reg 601-72
United States Army Reserve Recruiting Active Duty for Special Work Program.

USAREC Reg 601-73
Missioning Procedures.

USAREC Reg 601-81
Educator/Centers of Influence Tour Program.

USAREC Reg 601-85
Total Army Involvement in Recruiting.

USAREC Reg 601-87
Recruiter Zone Analysis.

USAREC Reg 601-89
Completion of the Request for Examination Form.

USAREC Reg 601-91
Officer Candidate School and Warrant Officer Flight Training Programs.

USAREC Reg 601-92
Prior Service Versus Nonprior Service Reconciliation Procedures.

USAREC Reg 601-94
Police Record Checks.

USAREC Reg 601-95
Delayed Entry Program and Delayed Training Program.

USAREC Reg 601-96
Guidance Counselor Procedures.

USAREC Reg 601-97
Automated Entrance National Agency Check Policy and Processing Procedures.

USAREC Reg 611-4
Screening Tests.

USAREC Reg 672-10
Recruiting Incentive Awards.

USAREC Pam 25-30
Index, Distribution, and Resupply of USAREC Publications and Blank Forms.

USAREC Pam 25-31
Dictionary of Terms and Authorized Acronyms.

USAREC Pam 350-4
Joint Optical Information Network User's Manual.

USAREC Pam 350-7
Recruiter Salesmanship.

USAREC Pam 350-8
School Recruiting Program Handbook.

USAREC Pam 601-8
Recruiter Sales Book.

USAREC Pam 601-8-1
Army Recruiter Sales Book Instructional Guide.

USAREC Pam 601-15
Nurse Recruiter Sales Book.

USAREC Pam 601-15-1
Army Nurse Recruiter Sales Book Instructional Guide.

USMEPCOM Reg 601-1
Processing List - Authorization, Control, and Accounting for Meals and Lodging Services.

Section III
Required Forms

USAREC Fm 660-B
Nursing Operations (Nurse Recruiting Station and CLT Evaluation Checklist).

USAREC Fm 765
Daily Production Report.

USAREC Fm 969
OWNRS Data Base Feeder Report.

Section IV
Related Forms

DA Form 17
Requisition for Publications and Blank Forms.

DA Form 31
Request Authority for Leave.

DA Form 67-8-1
Officer Evaluation Report Support Form.

DA Form 71
Oath of Office - Military Personnel.

DA Form 705
Army Physical Fitness Test Scorecard.

DA Form 2062
Hand Receipt/Annex Number.

DA Form 4651-R
Request for Reserve Component Assignment or Attachment.

DA Form 4856
General Counseling Form.

DA Form 5500
Body Fat Content Worksheet (Male).

DA Form 5501
Body Fat Content Worksheet (Female).

DA Label 87
For Official Use Only Cover Sheet.

DD Form 369
Police Record Check.

DD Form 398-2
DOD National Agency Questionnaire (NAQ).

DD Form 1610
Request and Authorization for TDY Travel of DOD Personnel.

DD Form 1966 series
Record of Military Processing - Armed Forces of the United States.

DD Form 2246
Applicant Medical Prescreening Form.

GSA Form 494
Motor Vehicle Use Record.

USAREC Fm 200-C
Prospect Data Record.

USAREC Fm 200-2
Recruiting Prospect Card.

USAREC Fm 200-2A
LEADS General Purpose Management Card.

USAREC Fm 200-2E
Unit Referral Prospect Card.

USAREC Fm 200-2F
Unit Referral Management Card.

USAREC Fm 200-5
Army Nurse Corps Prospect Data Record.

USAREC Fm 386
Request for Recruiter Business Cards.

USAREC Fm 446
High School Folder.

USAREC Fm 446.1
Essential Summer Activities (Jul - Sep).

USAREC Fm 446.2
Essential Fall Activities (Oct - Dec).

USAREC Fm 446.3
Essential Winter Activities (Jan - Mar).

USAREC Fm 446.4
Essential Spring Activities (Apr - Jun).

USAREC Fm 512
Regular Army and Reserve Components Referral Sheet.

USAREC Fm 533
Processing List.

USAREC Fm 533-A
ANC Processing List.

USAREC Fm 539
Lead Refinement List.

USAREC Fm 541
DEP/DTP News Release.

USAREC Fm 544
COI Event and DEP Function Attendance List.

USAREC Fm 545
COI Event and DEP Function Request and Afteraction Report.

USAREC Fm 551
TAIR Support Request/Evaluation and Nurse Prospect Tour Checklist.

USAREC Fm 563
Bomb Threat Call Checklist.

USAREC Fm 584
Motor Vehicle Utilization and Domicile-to-Duty Record.

USAREC Fm 611
DEP/DTP Tracking Log.

USAREC Fm 612
Mental Evaluation Testing Processing Log.

USAREC Fm 635
Mission Box Plan (RA).

USAREC Fm 635-A
Mission Box Plan (USAR).

USAREC Fm 635-B
Conversion Data Summary.

USAREC Fm 636
School Data Sheet (RA and USAR).

USAREC Fm 636-A
ANC School Data Sheet.

USAREC Fm 671
Waiver Log.

USAREC Fm 711
Matrix Mission Box for Active Contract and USAR Accession Missions.

USAREC Fm 711-2
Monthly and Quarterly Mission Box Format.

USAREC Fm 711-3
FYTD Mission Box.

USAREC Fm 762
Lead Source Analysis Sheet.

USAREC Fm 776
Recruiter's Daily Expense Record.

USAREC Fm 777
Recruiting Facility Inspection Report.

USAREC Fm 815
Nurse School Folder.

USAREC Fm 816
Recruiting Station Assets Form (8 1/2" X 11").

USAREC Fm 816-A
Recruiting Station Assets Form (15" X 24").

USAREC Fm 816-B
Recruiting Company Assets Form (15" X 24").

USAREC Fm 817
Army Nurse Corps Recruiting Asset Sheet (8 1/2" X 11").

USAREC Fm 818
ANC Qualified Pending Accession Log.

USAREC Fm 986
Separation Request Form.

USAREC Fm 988
Center of Influence and Very Important Person Card.

USAREC Fm 1034
Delayed Entry Program Status Change/Request.

USAREC Fm 1035
Request to Change Enlistment Option.

USAREC Fm 1037
Probation Officer and/or Court Records Report.

USAREC FL 41
Request for Information From Institution.

USAREC FL 146
Release of Arrest Information.

USMEPCOM Form 714-A
Request for Examination.

USMEPCOM Form 730
Processing List Worksheet (Applicant/Enlistee).

Appendix B
Battalion Leadership Team Publications Library

Table B-1 provides a fast reference to publications that the BLT needs to be thoroughly familiar with in order to establish production policy.

Table B-1
BLT publications library

Subject	Publication
Eligibility and Options	AR 601-210
Training	USAREC Reg 350-4
Recruiter Production Management System	USAREC Reg 350-6
RS Production Management System	USAREC Reg 350-7
Rctg Co Production Management System	USAREC Reg 350-9
Lead Evaluation and Distribution (LEADS) System	USAREC Reg 601-51
Waivers	USAREC Reg 601-56
DEP and DTP	USAREC Reg 601-95
Salesmanship	USAREC Pam 350-7
Schools Program	USAREC Pam 350-8
Missioning	USAREC Reg 601-73
Nurse	USAREC Reg 601-37 and USAREC Reg 350 series
Improprieties	USAREC Reg 601-45

Appendix C
Summary of Required Reports and Records

C-1. General
Table C-1 provides a summary of reports and records required by this regulation.

C-2. Policy
Local supplementation of this appendix is prohibited unless a copy of additionally required reports or records is furnished to HQ USAREC (RCRO-PP), Fort Knox, KY 40121-2726, at the time such requirements are initiated.

Table C-1
Required reports and records

REPORT OR RECORD	TYPE	SUSPENSE	REPORT TO	REFERENCES
Incident Report	Verbal	As Required	Rctg Bde	USAREC Suppl 1 to AR 190-40
Vehicle Utilization	USAREC Fm 584	Monthly	Servicing General Services Administration Activity	USAREC Reg 56-1
Mission Box Plan (RA) (USAR) (Requirements)	USAREC Fm 635 and USAREC Fm 635-A	Monthly	Rctg Bde	USAREC Reg 350-10
Mission Box Plan (RA) (USAR) (Achievements)	USAREC Fm 635 and USAREC Fm 635-A	Each Tuesday	Rctg Bde	USAREC Reg 350-10
Applicants Scheduled for Processing	USMEPCOM Form 730	Per Military Entrance Processing Station (MEPS) Policy	MEPS	USAREC Reg 350-10
Planning Guide	Record	As Required	Not Applicable	USAREC Reg 350-10
Mission Boxes	USAREC Fm 711 series	Daily, Monthly, Quarterly, fiscal year-to-date (FYTD)	Not Applicable	USAREC Reg 350-10
Processing List Worksheet	USMEPCOM Form 730	As Required	Not Applicable	USAREC Reg 350-10
Waiver Log	USAREC Fm 671	As Required	Not Applicable	USAREC Reg 601-56
Waiver Processing Results	Verbal	As Required	Rctg Cos	USAREC Reg 350-10
School Data Sheet	USAREC Fm 636	As Required	Not Applicable	USAREC Reg 350-10
Daily Expenses Record	USAREC Fm 776	Monthly	Servicing Finance Center	USAREC Suppl 1 to AR 37-106
Operations Map	Record	As Required	Not Applicable	USAREC Reg 350-10
TAIR Event Summary	Record	As Required	Not Applicable	USAREC Reg 350-10
Daily Production Report	Telephonic and USAREC Fm 765	Daily	Rctg Cos	USAREC Reg 350-10
ASVAB Test Results	Telephonic	Daily	Rctg Cos	USAREC Reg 350-10
ESP Extracts	Hard Copy	Monthly	Rctg Cos	USAREC Reg 600-26
RA and USAR Zone Reports	Record	As Required	Rctg Cos	USAREC Reg 601-87

Appendix D
Recruiting Battalion Operations Map

D-1. General
The Rctg Bn operations map provides Rctg Bn commanders with a record of the Rctg Bn's assigned market (see fig D-1).

D-2. Purpose
The map may be of any appropriate scale, will normally be maintained within the Rctg Bn headquarters, and will depict:

a. The location of the Rctg Bn headquarters.

b. The boundaries of the Rctg Bn and each Rctg Co, RS, and substation, as determined during the most recent RZA.

c. ANC recruiter zones.

d. USAR and National Guard centers and military installations.
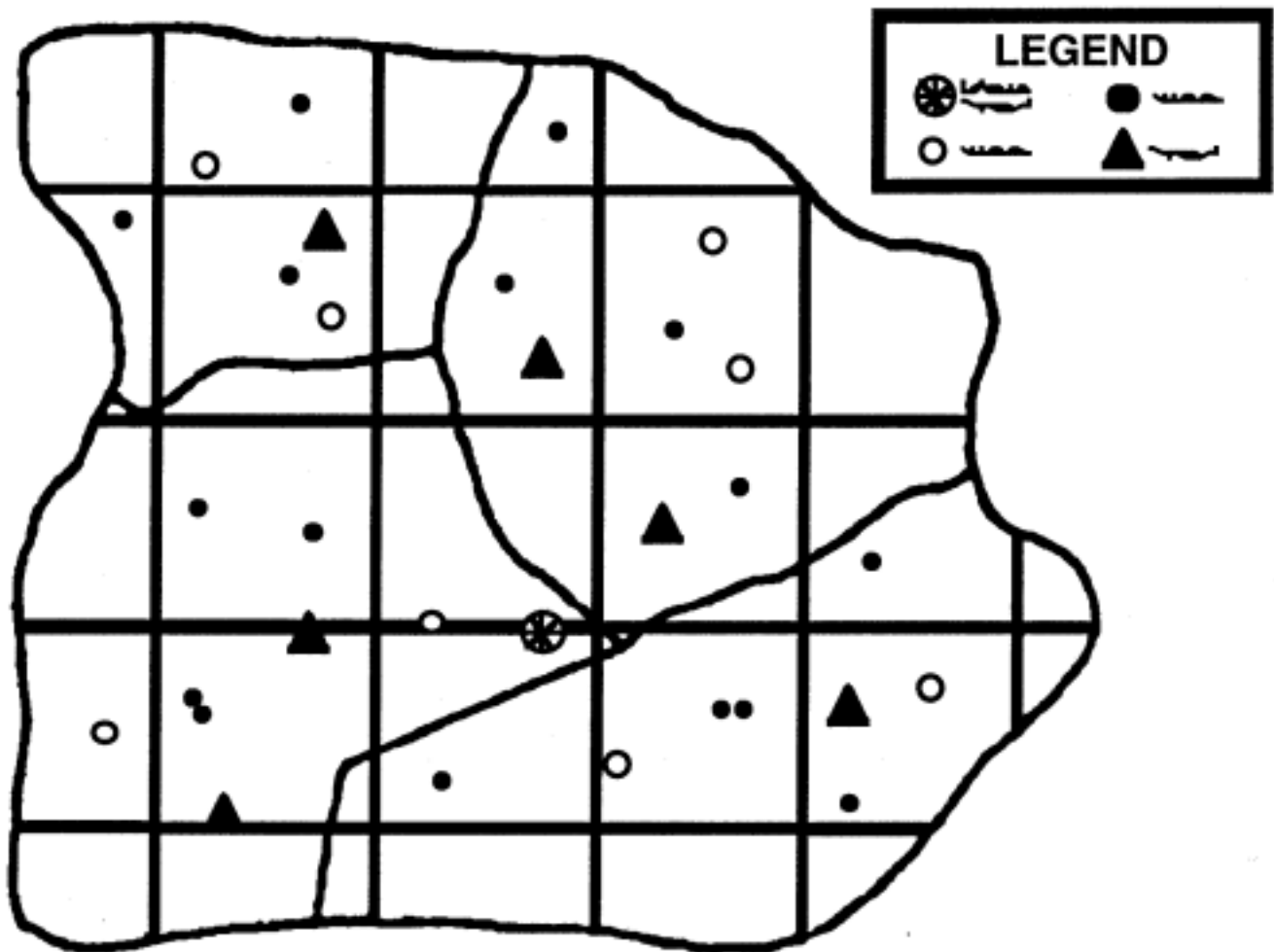
Figure D-1. Sample Rctg Bn operations map

Appendix E
School Plan Matrix

E-1. General
The school plan matrix (table E-1) is designed to provide guidance to Rctg Bn commanders by identifying those tasks which will be considered in managing school market penetration. Tasks identified in the matrix are generally associated with management requirements or analysis techniques specified throughout the PMS regulations.

E-2. Procedures
a. A matrix for the upcoming school year (SY) will be completed prior to the end of the current SY and updated, as required, based upon announced changes in school activities and/or programs.

b. The matrix may be expanded by including additional tasks corresponding to market-peculiar requirements.

c. An "X" indicates essential (mandatory) actions, although arrows may be used to adjust the month in which the "X" is placed, based on market-peculiar schedules.

d. The Rctg Bn's school plan will contain the parameters with which Rctg Cos will categorize schools as priority A or B.

E-3. Disposition and filing instructions
A copy of the completed school plan matrix, indicating any adjustments required will be filed in 601-210i (School Plan Matrix) and retained for 2 years. Memorandums of record, training schedules which address activities required by the school plan matrix, or any other material that documents accomplishment of the required activities will be placed in this file. This file is maintained by the education specialist.

Table E-1
School plan matrix

TASK X = Action Required	SY MONTH											
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Publish implementing instructions for the upcoming year's school program, if required.												X
Obtain CLT implementing instructions for the upcoming year's school program program, if published.												X
Ensure school folders are prepared for all assigned schools in accordance with USAREC Reg 350-6.												X
Ensure all assigned schools have been prioritized in accordance with USAREC Reg 350-9.												X
Ensure DEP and DTP goals have been established for all assigned schools.												X
Evaluate DEP and DTP incentive program results to ascertain recruiter success in obtaining DEP and DTP referrals.			X			X			X			X
Evaluate school folders during RS visits. Review CLT school folder evaluation.												
Evaluate advertising and public affairs proposal for school market advertising campaign.		X			X			X			X	
Publish school market advertising plan.			X			X			X			X
Dedicate funding for advertising plan.		X			X			X			X	
Initiate advertising procurement.		X			X			X			X	
Plan and schedule educator and COI tours.	X						X					
Plan and schedule educator and COI luncheons.	X											
Review CLT requests for TAIR support.	X	X	X	X	X	X	X	X	X	X	X	X
Identify nonproductive TAIR events.												X
Evaluate the effectiveness of TAIR event applications in the schools.			X			X			X			X
Attend a funded DEP function; RS, Rctg Co, and Rctg Bn.			X			X			X			X

Table E-1
School plan matrix--continued

TASK X = Action Required	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Determine if recruiting personnel are participating at each school's career day activities.			X			X			X			X
Evaluate the guest speaker program.												X
Ensure recruiting publicity items targeted at test score category (TSC) I-IIIA seniors and college students are ordered (e.g., Army College Fund, etc.).	X						X			X		
Order ASVAB related recruiting publicity items.					X					X		
Evaluate progress in scheduling for ASVAB.	X	X	X	X	X							X
Evaluate success in obtaining junior and senior directory information.			X			X			X			X
Evaluate effectiveness of pre-ASVAB advance work, advertising, and school presentations by the force.	X	X	X	X	X							
Identify all schools which refuse to ASVAB or refuse to release directory information.	X			X			X			X		
Confirm the lead refinement list (LRL) is being constructed in those cases when directory information is denied.	X	X	X							X	X	X
Confirm that students are being contacted in accordance with milestones in USAREC Reg 350-6.	X	X	X	X	X	X	X	X	X	X	X	X
Confirm that recruiters are contacting students passing the ASVAB within 72 hours.			X			X			X			X
Evaluate effectiveness of CLT school program.	X			X			X			X		
Evaluate effectiveness of RS schools program.												
Evaluate effectiveness of educator coordinator activities.			X			X			X			X
Evaluate Army share of Department of Defense (DOD) take in the school market.	X	X	X	X	X	X	X	X	X	X	X	X
Identify methods of increasing school market penetration.												
Evaluate high school diploma graduate production, based on previous year LRL.	X			X			X			X		

NOTE: The location of each "X" may be adjusted, considering local school calendars and/or activities.

Appendix F
Recruiting Battalion Level Mission Box Plan

F-1. Philosophy and rationale
In order to fully understand the mission box plan, an understanding of the philosophy and rationale behind the system is necessary. The three goals of the PMS (mission box plan) are:

a. To provide a method to determine work requirements for mission box accomplishment.

b. To provide an "early warning system" to the chain of command to preclude failure.

c. To provide an indicator of sales training needs.

F-2. Principles of PMS
To ensure that PMS serves the force as an effective management tool, the basic principles must be kept intact.

a. Single standardized system command-wide.

(1) Separate systems prohibited.

(2) Ensures simplicity at all levels.

(3) Ensures trainability at the Recruiting and Retention School.

b. Mission planning based upon TSC I-IIIA assigned mission box. Conversion data based upon TSC I-IIIA accomplishments.

c. RS commander's leadership role and plan ownership is significant. RS commander develops his or her own plan.

d. Administrative requirements are minimized.

e. Mission box plan flexibility.

(1) Requirement shortfalls are not automatically rolled forward.

(2) During plan preparation, leaders may modify their prospecting requirements based upon:

(a) Personal judgment.

(b) Necessity to "re-norm" unachievable requirements.

(3) Prospecting redirected weekly following accomplishment by mission categories.

f. Each level's plan stands alone.

(1) Each level is judged by progress against its own plan.

(a) RS level tracks and reports only recruiter-initiated data, but reports all activity to CLT.

(b) Rctg Co level tracks and reports all activity, regardless of source.

(c) Recruiter level tracks and reports only recruiter-initiated data.

(2) Rctg Cos will place contracts to support Rctg Bn plan based on Rctg Bn commander guidance. (Guidance, not actual numbers or percentages.)

(3) All other requirements are based upon Rctg Bn level conversion data and weekly contract placement.

g. Tracking and reporting is accomplished daily.

(1) Rctg Co reports appointments made and/or conducted to BLT.

(2) BLT provides all accomplishments from test through contract to CLT daily.

(3) BLT reports all elements to Rctg Bde as often as required by Rctg Bde commander.

h. Testing requirements and achievements.

(1) Based upon production testing only. (ASVAB in school does not count.)

(2) Exception for counting qualified ASVAB tested applicants at RS level only. (See USAREC Reg 350-7, para F-9c.)

F-3. Administrative rules
a. During all mathematical calculations, round up. Round conversion data to the next tenth, and all other calculations to the next whole number.

b. Present your plan to your Rctg Bde for their approval each month prior to implementation.

c. Review each Rctg Co's progress against their plan weekly.

d. Review Rctg Bn's progress against the plan weekly with Rctg Bde leadership.

e. Adjustments, if needed, may be made weekly.

f. Involve CLT prior to implementing changes to the Rctg Bn plan, as Rctg Co plans will also be affected.

F-4. Do's and don'ts of Rctg Bn mission box planning
a. Do's:

(1) Do read and thoroughly understand USAREC Reg 350-7, appendix F, and USAREC Reg 350-9, appendix J (Mission Box Planning).

(2) Do obtain Rctg Bde commander's guidance prior to adjudication of the Rctg Co level workplans (contract placement).

(3) Do involve subordinate leaders by permitting them to develop their own plans. This participatory style of leadership and mentoring will instill a pride of ownership and a positive share in the success of the plan.

(4) Do track accomplishments daily and make adjustments in your plan weekly, when necessary.

(5) Do ensure contract placement at all levels supports the next highest level.

(6) Do ensure that prospecting is always directed towards the most critical mission to be accomplished, while at the same time maintaining total market penetration.

(7) Do keep it simple.

(8) Do insist upon a consistent (not necessarily equal) planned work effort during each week of the recruit ship month (RSM).

(9) Do evaluate each Rctg Co's plan for unachievably high requirements. Inflated conversion data and/or poor sales training are the most common causes of this problem.

(10) Do ensure that requirements demanded of the field force are achievable so as not to place them into the ethical dilemma of reporting failure or lying about achievements to avoid punishment.

(11) Do ask, "How will this mission box plan affect my CLT?", prior to approving the Rctg Co plan.

(12) Do demand uncompromising standards of integrity. Be strict, consistent, prompt, and unblinking in your management system.

(13) Do remove distractions from time used for prospecting; lead the charge.

b. Don'ts:

(1) Don't require forms, reports, or records not directed by the regulation. Every piece of administrative overhead detracts from the time available to the field force to recruit. The United States Army Recruiting Command (USAREC) system and associated forms provide all necessary management information. Changes to the system, as published within USAREC management regulations, require approval by HQ USAREC.

(2) Don't dictate contract placement from above. Contract placement drives the train for prospecting and processing. Dictating contract placement from the top down (by actual numbers or percentages) destroys pride of ownership by failing to involve subordinate leaders in the formulation of their plans.

(3) Don't require automatic rollup of prospecting shortfalls. The flexibility of the mission box plan dictates redirection of prospecting efforts following accomplishment of the mission. If a Rctg Co fails to achieve its prospecting goals but accomplishes its mission, there is no need to cause the prospecting shortfalls to be added to the next week's requirements. The BLT should make a decision to rollup requirements on a case-by-case basis. It may be more efficient to redirect prospecting efforts.

(4) Don't twist and bend the basic program in an attempt to be innovative or creative. Fancy gimmicks may work briefly, but will more often than not, crash and hurt your troops and their recruiting effort.

(5) Don't fail to correct malfunctions in your mission box plan. Monitor progress against mission box on a daily basis. Make mid-course corrections to the plan weekly to preclude falling so far behind on contract glidepath that the shortfall will be impossible to correct. "Staying on track makes visible the remaining requirements."

(6) Don't dictate prospecting requirements unrelated to mission box assignment. Economy of force is a principle of battle. Direct your forces against your assigned objective and refrain from requiring recruiters to prospect in markets for which they possess no assigned mission.

F-5. Mentoring
a. It is critical that experienced leaders at the BLT level monitor inexperienced CLT, not only in the mechanics of mission box plan preparation and implementation, but also in the key leadership principles as contained in FM 22-100. Communication, coordination, supervision, evaluation, motivation, training, and problem solving are all critical to the role of a CLT.

b. The BLT will ensure Rctg Bn conducts a free command inspection within 90 days after a Rctg Co commander assumes command. The inspection will be tied in with the DA Form 67-8-1 (Officer Evaluation Report Support Form) coun-

seling scheme. The command inspection will involve all staff elements at the Rctg Bn. A written report will be filed at the Rctg Bn and Rctg Co headquarters.

c. Fight the inclination of the inexperienced leader to totally immerse himself or herself into the accomplishment of day-to-day requirements. To be sure, mission box must be accomplished in order to be successful, but the investment required to achieve success consistently is one that requires teaching leadership skills and traits to subordinate leaders.

d. A leader must have technical proficiency as well as leadership ability to be effective. Make sure that each CLT is thoroughly familiar with USAREC Reg 350-7, appendix F, and USAREC Reg 350-9, appendix J (Mission Box Planning). Ensure that they possess a thorough working knowledge of the regulations and are not just following a short, locally published memorandum of instruction on how to implement the system.

F-6. Mechanics of the system

a. Step one - Prior to commencement of planning, obtain the Rctg Bde commander's guidance concerning his or her desires and priorities for mission box accomplishment.

b. Step two - Meet with the CLT to "negotiate" their mission box plans. This works best as a group process (i.e., with all CLT assembled at the same time). This will permit modification to Rctg Co plans on a Rctg Bn-wide basis in an expeditious manner. Keep in mind the goals set for the Rctg Bn by Rctg Bde and the evaluation of the Rctg Bn's performance from the previous month and/or quarter during the planning process and negotiation. Now is the time to discuss contract placement, long or short work weeks, programmed training, etc., as it affects the time available for recruiting within each individual Rctg Co. The BLT must have a working knowledge of the mechanics of mission box plan preparation as specified in USAREC Reg 350-7, appendix F, and USAREC Reg 350-9, appendix J.

c. Step three - Assemble copies of all Rctg Co level mission box plans. Determine Rctg Bn level contract placement by adding the week-by-week placement of contracts for each Rctg Co. The Rctg Bn contracts should agree exactly with the sum total of the Rctg Cos week-by-week, category-by-category placement. Some work-plan modification and adjustments were negotiated at the Rctg Co level during the adjudication process; the contract placements should approximate the percentages at the bottom of the form (see fig F-1).

d. Step four - If Rctg Bde headquarters does not provide Rctg Bn conversion data, utilize USAREC Fm 635-B (Conversion Data Summary) as described in USAREC Reg 350-7, paragraph F-3.

e. Step five - Enter predetermined conversion data onto the reverse side of the mission box plan for each category (fig F-2).

f. Step six - Enter assigned mission box requirements in column 6b of figure F-2.

	Week T-2 Grad/HSSR m/f m/f		Week T-1 Grad/HSSR m/f m/f		Week 1 Grad/HSSR m/f m/f		Week 2 Grad/HSSR m/f m/f		Week 3 Grad/HSSR m/f m/f	
Rctg Co #1 Contracted (A)	30	10	20		20		10/10	20	X	X
Rctg Co #2 Contracted (A)	10	10		10	10		10		X	X
Rctg Co #3 Contracted (A)	10					10			X	X
Rctg Co #4 Contracted (A)	20	10	20	10	10/10	10	0/10	20	X	X
Rctg Bn	70	30	40	20	40/10	20	20/20	40	X	X
Contract Targets from Rctg Co Plans	32%		21%		21%		28%			

Figure F-1. Sample mission box workplan

g. Step seven - Enter projected DEP loss by category into column 6a of figure F-2.

h. Step eight - Add columns 6a and 6b, top line only, in each category to obtain contract requirements (fig F-2). The non-A categories below the top line are not considered in the totals.

i. Step nine - Obtain the requirements for blocks one through five by multiplying the conversion data numbers by the contract requirements in column six (fig F-2).

j. Step ten - Complete the form by multiplying each category's required contracts (column six) by the conversion numbers in columns one through five (fig F-2).

k. Step eleven - Transcribe each category's total requirements into the total column on the front of the form (right side).

l. Step twelve - Multiply the contracts at the bottom of the front side of the mission box form (the rollup from the Rctg Co's plan) by the conversion data for each category and complete the front of the form.

m. Step thirteen - After completing the simple mathematics of step twelve, examine the plan for obvious weaknesses and modify it as necessary. If the Rctg Co level mission box plans were properly planned and adjudicated, adjustments to the Rctg Bn level plan should not be necessary at this stage. Correct weaknesses, then ensure the required changes are also incorporated within the Rctg Co plans. The sum total of each of the rows (appointments made, appointments conducted, test, etc.,) must be equal to or greater than the total number contained in the totals column on the right of the form.

n. Step fourteen - Present your plan to the Rctg Bde commander. Any changes required by the Rctg Bde commander must be renegotiated to the Rctg Co level.

F-7. Adjustments - "The key to flexibility"

a. Track PMS daily.

b. Adjust Rctg Co and Rctg Bn workplans weekly.

c. Rctg Bn changes require adjustment of Rctg Co plans.

d. Make adjustments based upon mission box requirements only.

e. Flexibility to modify and adjust is a key element within this system. Accomplishments are reported daily. By tracking Rctg Bn activity daily, you will know what changes of direction are required. Make these changes boldly at least once a week (if necessary). Modification may be necessary based upon performance within the Rctg Cos during the week (either good or bad). If a Rctg Co has accomplished its goal (a particular category enlistment or mission box), don't lock their requirements in concrete and insist they continue to prospect for a mission that has been accomplished. Ensure prospecting is directed at the priority mission (i.e., the remaining mission within the Rctg Cos, a Rctg Bn shortfall, a particularly difficult mission that is in next month's mission box, a mission the Rctg Bde commander has asked your Rctg Bn to assist with, etc.). The key word is "flexibility."

f. Give the CLT guidance and allow them to formulate a plan to accomplish their mission. If they cannot formulate a plan, train them. Dictating contract placement or furnishing a plan to them removes them from the process and destroys pride of ownership.

F-8. Rctg Bn level mission box plan troubleshooting guide

At table F-1 are common errors that CLT may encounter in the preparation of their plans.

Appointment Made 1	Appointment Conducted 2	Test 3	Test Pass(a) 4	Floor (a) 5	Contact Req(a) 6		DEP Loss 6a	Mission 6b	Category
12.3 :1	9 :1	3.2:1	1.6:1	1.5:1					
222	162	58	29	27	18		1	17	GMA
								2	GMB
								1	GM4
								1	NMA
									NMB

Figure F-2. Sample mission box plan

Table F-1
Rctg Bn level mission box plan troubleshooting guide

Error	Solution
Placing the female mission into the first week without raising prospecting requirements during the previous RSM.	Place the female mission no earlier than the second week of the RSM and ensure there is enough time to prospect for it. If the female mission is placed in the first week, prospecting require-ments are raised proportionately during the prior month.
Contracts placed into a totally front-loaded position (i.e., all of the contracts within the first part of the month and zero contracts placed during the final weeks of the month).	This common problem causes unrealistic prospecting require-ments during the first part of the month and will quickly result in demoralization as prospecting and contract goals are passed without success. Solution: Spread your contracts out over the entire month and determine where to place them based upon the amount of time available during each prospecting week (as demonstrated in USAREC Reg 350-7).
RS commander fails to ensure that his or her RS plan contains the minimum USAREC prospecting standards per recruiter, per week.	The minimum quantity of prospecting permitted is three GSM recruiter-initiated appointments conducted per week and one GF appointment conducted per week or as determined by conversion data (whichever is greater), USAREC Reg 350-7 and USAREC Reg 350-6.
Placing identical weekly requirements across the mission box plan for each week.	This is a common misunderstanding of the term "evenflow." The mission box plan calls for an equal work effort, but some weeks are shorter or longer than others. Therefore, working requirements are greater in longer weeks and less during shorter weeks. Con-sistent effort, through the month is the key to evenflow. Resist the natural inclination to take a rest after a hard fight. DIG!!!

Appendix G
Total Army Involvement in Recruiting Event Summary

G-1. General
This appendix outlines a method of summarizing TAIR event information for planning purposes, and to evaluate the use of these events as an effective lead generation asset. Continuous updating is required for all events. The format shown at figure G-1 is optional.

G-2. Procedures
Rctg Bn commanders will maintain information regarding TAIR events in order to plan the efficient application of TAIR assets scheduled, to determine which TAIR events appear to offer the greatest dividends in terms of quality and quantity of leads produced, and to evaluate the effectiveness of recruiting personnel in gaining leads during TAIR events.

G-3. Disposition and filing instructions
The TAIR event summary will be maintained by fiscal year (FY) in the Recruiting Management Files (601-210i) maintained for 1 year, then destroyed.

TAIR EVENT SUMMARY
U.S. ARMY RECRUITING COMPANY SHERIDAN CITY
22 NOV 87

EVENT	DATE	TIME	STATION	RECRUITER	SHOWSITE & POINT OF CONTACT	LPO	NUMBER OF REFERRALS	REMARKS
Carpenters/ Engineers	30 Sep 87	1000-1400	6F1M	Diza	Wilson HS Mrs. Brandt	Guerra	3	
	1 Oct 87	0800-1500	6F1M	Guider	Franklin HS	Diza	6	
Artillery Team	7 Oct 87	1000-1400	6F1C	Spiver	Cresenta Valley HS Mrs. Jones	Decker		Canceled (track down)
	8 Oct 87	1100-1300	6F1G	Houker	Hollywood HS Mr. Jack	Decker	7	
	9 Oct 87	0800-1500	6F1M	Pinker	Bellmont HS Mr. Snelling	Decker	5	
Cinema Van	23 Nov 87	-1430	6F1T	Snipper	N. Hollywood HS Mrs. Smith	Jones		Need time of team arrival
	24 Nov 87	0800-1400	6F1E	Jenker	Van Mays HS Mr. Time	Jones		
	24 Nov 87	0700-2000	6F1G	Jones	Valley Shopping Ctr Mrs. Jackley	Jones		
Rappellers	29 Jan 88		6F1T					
	30 Jan 88		6F1M	Wille	Central HS			
	31 Jan 88							6F1G owes commitment

Figure G-1. Sample of the TAIR event summary

**Appendix H
Processing List Worksheet**

H-1. General
The completion of USMEPCOM Form 730 (Processing List Worksheet (Applicant/Enlistee)) is self-explanatory and additional information may be added to suit local needs. Figure H-1 reflects a properly completed form. (Use of this form is optional.)

H-2. Procedures
A separate form may be prepared to list enlistees scheduled for accession or departure to the training base, although it is permissible to manage these enlistees by exception using USAREC Fm 611 (DEP/DTP Tracking Log). The Rctg Bn guidance counselor (GC) section will normally schedule these applicants for processing without such a requirement being reported by the BLT.

PROCESSING LIST WORKSHEET

1. PROCESSING DATE: 5 Jan 88	2. MILITARY SERVICE: U.S. ARMY						5. PROCESSING REQUIREMENTS AND INFORMATION														
3 IDENTIFICATION			4 ARRIVAL DATE			(a) GENERAL				(b) MENTAL			(c) MEDICAL			(d) PROCESSING					(e)
(a) NAME LAST, FIRST, MI (ARRANGE ALPHABETICALLY PLEASE TYPE)	(b) SSN	(c) SEX	(d) DATE	(e) HOUR	(f) MODE	RECRUITER ID NUMBER	RCTG STA ID NUMBER	AFQT TEST SCORE	EDUCATION LEVEL	ASVAB INITIAL	RETEST	SPECIAL TEST	COMPLETE EXAM	INSPECTION	CONSULT	ACTIVE	ENLIST DEP IN	DEP OUT	RESERVE	REMARKS
1. NESBIT, ROBERT J.	123-45-6789	M	4 Jan 88	1700	GA	4756	3EAJ	65	12L				X			X	X			
2. WALLACE, DONNIE	405-00-0000	M	4 Jan 88	1700	POV	4756	3EAJ		12L					X					X	
3. WALLACE, PHYLISS	405-00-0000	F	4 Jan 88	1700	POV	4756	3EAJ		12L				X						X	
4. BISHOP, JACKY	402-01-0000	F	4 Jan 88	1730	GA	4545	3EAB		12L				X			X	X			
5.																				
6.																				
7.																				
8.																				
9.																				
10.																				
11.																				
12.																				
13.																				
14.																				
15.																				
16.																				
17.																				

USMEPCOM FM 730, 15 Oct 76 (USAREC Fm 430 will be used until stock is exhausted.)   PAGE   OF   PAGES

Figure H-1. Sample of a completed USMEPCOM Form 730

Appendix I
Daily Production Report

I-1. Purpose
The primary function of the daily production report is to furnish each CLT with accurate processing results which are used to verify prospect and applicant status normally reported telephonically following each day's processing. Data recorded on USAREC Fm 765 (Daily Production Report) is the basis for verifying production statistics contained on various management forms required by USAREC Reg 350-9, which form the foundation of production analysis capabilities for the CLT and drive management directives at Rctg Co and RS level.

I-2. Scope
The manual reporting requirements specified in this appendix will be rescinded by separate message as the capabilities of the BOARDS data base are expanded.

I-3. Procedures
   a. The output of any available automation device which provides the required information may be used in lieu of USAREC Fm 765 or any portions thereof.
   b. USAREC Fm 765 will be prepared in accordance with the example provided in figure I-1 each processing day.
   c. Manual reports will be prepared as follows:
   (1) Part I - REGULAR ARMY.
   (a) Section 1 - Accessions (DEP-Out).
   (b) Section 2 - Accessions (Straight Ship).
   (c) Section 3 - New Contracts (DEP-In).
   (d) Section 4 - DEP Losses.
   (e) Section 5 - Cancellations.
   (f) Section 6 - Renegotiations.
   (2) Part II - U.S. ARMY RESERVE.
   (a) Section 1 - Reserve Contracts (Confirmed).
   (b) Section 2 - Reserve Contracts (Unconfirmed-no credit awarded).
   (c) Section 3 - Cancellations.
   (d) Section 4 - DTP Losses.
   (3) Part III - PROCESSED/NOT ENLISTED.

DAILY PRODUCTION REPORT
(For use of this form see USAREC Reg 350-10)

PART I - REGULAR ARMY
Section 1 - Accessions (DEP-Out)

RSID	RECRUITER SSN	APPLICANT NAME	APPLICANT SSN	QT	ENL DATE	RES DATE	Y	MOS	S	MSN BOX	TYPE	BT LOCATION	REMARKS
3D4K	245648765	Paul Tony	123456789	62	931106	930806	3	13B1	M	3A NHSG	NPS	Jackson	
3K3D	123569876	Anthony Sally	234434321	59	931106	930912	3	98J1	F	3A HSDG	NPS	McClellan	

Section 2 - Accessions (Straight Ship)

RSID	RECRUITER SSN	APPLICANT NAME	APPLICANT SSN	QT	ENL DATE	RES DATE	Y	MOS	S	MSN BOX	TYPE	BT LOCATION	REMARKS
3D2K	245648765	Patty Anthony	123456782	49	931106	931106	3	13B1	M	3B HSDG	NPS	LWood	

Section 3 - New Contracts (DEP-In)

RSID	RECRUITER SSN	APPLICANT NAME	APPLICANT SSN	QT	ENL DATE	RES DATE	Y	MOS	S	MSN BOX	TYPE	BT LOCATION	REMARKS
3D4K	245648765	Poole Anthony	123456783	75	940410	931106	3	13B1	M	3A NHSG	NPS	Jackson	Projected as 3A HSDG
3K3D	123569876	Ash Teresa A	234434321	62	940312	931106	3	98J1	F	3A HSDG	NPS	McClellan	
3F3D	987347564	Terry Tom	948736475	51	931230	931106	4	32G1	M	PS	PS	Jackson	
3D4K	245648765	Poole Anthony	123456789	30	930410	931106	3	13B1	M	IV HSDG	NPS	Jackson	
3K3D	123569876	Shipper Bo A	234434321	62	950612	931106	3	98J1	F	4A HSSR	NPS	McClellan	
3F3D	987347564	Ike Thomas	948736475	51	931230	931106	4	32G1	M	PS	PS	Jackson	

Section 4 - DEP Losses

RSID	RECRUITER SSN	APPLICANT NAME	APPLICANT SSN	QT	ENL DATE	RES DATE	Y	MOS	S	MSN BOX	TYPE	BT LOCATION	REMARKS
3D4K	245648765	Collins Tony	123456789	75	931120	930723	3	13B1	M	3A NHSG	NPS	Jackson	
3K3D	123569876	Wood Randi B	234434321	62	931224	930624	3	98J1	F	3A HSDG	NPS	McClellan	

Section 5 - Cancellations

RSID	RECRUITER SSN	APPLICANT NAME	APPLICANT SSN	QT	ENL DATE	RES DATE	Y	MOS	S	MSN BOX	TYPE	BT LOCATION	REMARKS
3D4K	245648765	Poole Anthony	123456789	75	940410	931106	3	13B1	M	3A NHSG	NPS	Jackson	Needs Waiver – Open Ticket

Section 6 - Renegotiations

RSID	RECRUITER SSN	APPLICANT NAME	APPLICANT SSN	QT	ENL DATE	RES DATE	Y	MOS	S	MSN BOX	TYPE	BT LOCATION	REMARKS
3F3D	987347564	Taker Tom	948736475	62	840130	831106	4	32G1	M			Jackson	DEP-in as 3A HSSR

USAREC Fm 765, Rev 1 Apr 93 (Previous editions are obsolete)

Figure I-1. Sample of a completed USAREC Fm 765

**Part II - U.S. ARMY RESERVE** **Section 1 - New Contracts (Confirmed)**													
RSID	**RECRUITER SSN**	**APPLICANT NAME**	**APPLICANT SSN**	**QT**	**ENL DATE**	**RES DATE**	**Y**	**MOS**	**S**	**MSN BOX**	**TYPE**	**BT LOCATION**	**UIC**	**REMARKS**
3D4K	245648765	Poole Anthony	123456783	75	931106	931106	3	13B1	M	3A NHSG	NPS	Jackson	W85GAAA	Projected as 3A GD
3K3D	123569876	Ash Teresa A	234434321	62	931106	931106	3	98J1	F	3A HSDG	NPS	McClellan	W85GBAA	Split Option
3F3D	987347564	Terry Tom	948736475	51	931106	931106	4	32G1	M	PS	PS	Jackson	W85GCAA	
3D4K	245648765	Poole Anthony	123456789	30	941106	931106	3	13B1	M	IV HSDG	NPS	Jackson	W85GSA1	
3K3D	123569876	Shipper Bo A	234434321	62	941106	931106	3	98J1	F	3A CIHS	NPS	McClellan	W85GSA2	Split Option
3F3D	987347564	Ike Thomas	948736475	51	931106	931106	4	32G1	M	PS	PS	Jackson	W85GAAA	
**Section 2 - New Contracts (Unconfirmed)**													
3D4K	245648765	Paul Tony	123456783	62	931106	931106	3	13B1	M	3A NHSG	NPS	Jackson	W85GBAA	Needs HS Diploma
**Section 3 - Cancellations**													
3K3D	123569876	Wood Randi B	234434321	62	931005	931005	3	98J1	F	3A HSDG	NPS	McClellan	W85GAAA	Broken Leg
**Section 4 - DTP LOSSES**													
3F3D	543210012	Tune Lonnie	001341234	61	931115	931115	6	19K1	M	3A HSDG	NPS	Knox	W85GAAA	Conflict Civilian Employment
**Part III - PROCESSED/NOT ENLISTED**													
RSID	**RECRUITER SSN**	**APPLICANT NAME**	**APPLICANT SSN**	**QT**	**ENL DATE**	**RES DATE**	**Y**	**MOS**	**S**	**MSN BOX**	**TYPE**	**BT LOCATION**		**REMARKS**
3D4K	245648765	Poole Anthony	123456783	75					M	3A NHSG	NPS			Needs Waiver
3K3D	123569876	Ash Teresa A	234434321	62					F	3A HSDG	NPS			Ortho
3F3D	987347564	Terry Tom	948736475	51					M	PS	PS			FMB Hold
3D4K	245648765	Poole Anthony	123456789	30					M	IV HSDG	NPS			No Jobs
3K3D	123569876	Shipper Bo A	234434321	62					F	3A CIHS	NPS			No Vacancies
3F3D	987347564	Ike Thomas	948736475	93					M	3A HSDG	NPS			Physical Only (OCS)

Figure I-1. Sample of a completed USAREC Fm 765 (Continued)

Appendix J
Instructions for Completing USAREC Fm 671

J-1. General
USAREC Fm 671 (Waiver Log) (see fig J-1) provides the BLT with a systematic method of tracking the waiver and grade determination process. USAREC Reg 601-56 and this appendix contain additional information regarding waiver procedures.

J-2. Procedures
The BLT will:
a. Maintain the log by RSM and Rctg Co, and update entries as necessary. Logs which contain unfinished actions will be monitored until those actions are completed and all entries are closed. Waiver binder will have a section per Rctg Co.
b. During DPR with CLT, ensure they are kept informed of waiver and grade determination status.
c. The Rctg Bn will furnish the CLT with a copy of their respective waiver log monthly.

J-3. Analysis of USAREC Fm 671
a. A high number of waivers may indicate:
(1) Rctg Cos are relying upon a market segment inappropriate to the mission. The BLT must redirect CLT effort into more appropriate markets in these cases.
(2) A high number of grade determinations may indicate a Rctg Co whose USAR recruiters are working the market with a great deal of success.
b. A high rate of waiver disapprovals may be used as a teaching point to illustrate to Rctg Cos that they are wasting valuable time in processing applicants requiring waivers that are likely to be disapproved.

J-4. Disposition and filing instructions
USAREC Fm 671 will be cutoff at the end of each RSM and stored in the active files (601-210i - Recruiting Management File) until the end of the FY. They will then be moved to the inactive files, retained for 1 year, and then destroyed.
NOTE: The BLT may maintain the active forms in a binder. In these cases, a plain white sheet of paper indicating the location of the forms will be placed in the files.

J-5. Instructions for USAREC Fm 671
a. USAREC Fm 671 applies to the Rctg Bde and Rctg Bn levels of command.
b. The following information will be recorded on USAREC Fm 671:
(1) Name.
(2) Last four digits of social security number (SSN).
(3) Mission category acronym.
(4) Recruiter and RSID. Last name and recruiting station identification (RSID) code.
(5) Date received.
(6) RA or USAR applicant.
(7) Type of waiver (e.g., traffic, minor nontraffic, misdemeanor, other adverse disposition civil conviction for felony (F), or medical).
(8) Date forwarded (if applicable).
(9) Date received from approval authority (if applicable).
(10) Date of approval or disapproval and the letter "A" for approved and "D" for disapproved.

WAIVER LOG (For use of this form see USAREC Reg 601-56)									
NAME	LAST FOUR	MISSION CATEGORY ACRONYM	RCTR/RSID	DATE RECD	RA/ USAR	TYPE OF WAIVER	DATE FWD	DATE RECD	APPROVED/DISAPPROVED DATE
Smith	0000	GMA	James 6J1L Ogden, CO.	19 Apr 90	RA	WOFT-MISD	24 Apr 90	9 May 90	8 May 90-A

USAREC Fm 671, Rev 1 Nov 89 (Previous editions are obsolete)

Figure J-1. Sample of a completed USAREC Fm 671

Appendix K
Battalion Operations and Awards Reporting Data System Reports

K-1. General
This appendix provides a listing of reports and records available from the operations module of the BOARDS data base. A complete description of BOARDS is contained in the System User's Guide, which is contained in the systems data file, on-line.

a. The purpose of the operations module is to provide an expanded production analysis and management capability to the Rctg Bn commander. The reports are formatted in a manner to support effective analysis and permit the formulation of production-related decisions regarding the unit and the efficient use of resources.

b. The system has been designed to require minimal user input and manual update.

(1) BOARDS obtains personnel and organizational data from the CIMS data base files, requiring that the CIMS files be verified or updated daily to ensure the reliability of BOARDS output.

(2) Rctg Bn mission objectives (the assigned RA and USAR missions) are automatically downloaded to BOARDS from the mission files established by the Program Analysis and Evaluation Directorate.

(3) The Rctg Bn's statistical clerk must manually build recruiter mission files on BOARDS via keyboard input using data obtained from recruiter's USAREC Fm 711-2 (Monthly and Quarterly Mission Box Format). Recruiter mission files are then automatically merged, using the information compiled from CIMS, to form the RS and Rctg Co mission files. BOARDS automatically compares the aggregate of recruiter missions to ensure that they equal the Rctg Bn's mission, indicating any errors and the subordinate organization in which the error may be found.

(4) Mission accomplishment data (contracts) is automatically updated on the system files each day, being obtained from the Recruit Quota System interface which is controlled by HQ USAREC.

(5) Manual input by the statistical clerk is also required on a daily basis to build files associated with the disposition report explained at paragraph K-4.

c. BOARDS users access the system's operations module from the following master menu:
(1) Operations module.
(2) Awards module.
(3) PMS module.
(4) Big MAC module.
(5) User's guide.
(6) User password change facility. (Password must be changed monthly.)
(7) BOARDS daily message.
(8) RSM production calendar facility.

d. Desired reports are obtained from the operations module menu, as indicated below and as explained in subsequent paragraphs:
(1) Battalion Recruiting Personnel Roster.
(2) Production Report.
(3) Disposition Roster.
(4) Mission Assignment Report.
(5) Smart Book Ranking Report.
(6) Low Producer Report.
(7) Unit Mission Accomplishment Roster.
(8) Ranking Report.
(9) Butler Reports.

K-2. Battalion Recruiting Personnel Roster
The system file which produces this roster is used to identify recruiting personnel and align them with the proper organization, permitting production data for each recruiter to be accredited to the appropriate parent units. In addition to organizing data for use by system subroutines, the file output is used by the Rctg Bn operations staff to verify the accuracy of data (provided automatically by CIMS interface) and provides a summary of production strength and personnel classification for review and analysis. The roster is prepared in two parts:

a. Part I: A record of all Rctg Bn personnel involved in production, their component (RA or USAR), duty position (e.g., recruiter, ANC recruiter, RS commander), status (TTE, detailed, or cadre), time in the Rctg Bn (in number of months assigned), and remarks (terminated from TTE Program, relieved, suspended, or temporary duty). The report format for Part I is: RSID, COMPONENT, RECRUITER NAME, RECRUITER SSN, DUTY POSITION, STATUS, MONTHS ASSIGNED, and REMARKS.

b. Part II: A summary indicating the number of personnel assigned according to their component, duty position, status, and remarks classification. The report format for Part II is: RSID, COMPONENT, RECRUITER NAME, RECRUITER SSN, DUTY POSITION, STATUS, and REMARKS.

K-3. Production Report
This report provides a record by RS (to include all recruiters), Rctg Co (to include all RS), or Rctg Bn (to include all Rctg Cos) of mission accomplishment for the RSM, quarter, or FYTD, based upon menu selection. Mission, gross achievements, DEP losses, net achievements, and (based upon menu selection) performance against straightline glidepath milestone for each mission category.

K-4. Disposition Roster
This report provides a daily record of processing results for those applicants scheduled for contracting on USMEPCOM Form 730. The report is organized into three sections, with the capability for menu selection by the system operator.

a. Part I - Regular Army: Accessions (DEP-Out), Accessions (Straight Ships), New Contracts (DEP-In), DEP Losses, Reservation/Contract Renegotiations, and Reservation/Contract Cancellations for the day; including an indication of category changes, adjustments required to accommodate proper assignment of organizational enlistment credit, and information pertaining to the recruiter, the individual being processed, and the options contractually guaranteed.

b. Part II - USAR: New contracts and DTP losses, including any requirement for enlistment credit adjustments required, options guaranteed, and the unit identification code for the unit of assignment.

K-5. Mission Assignment Report
A report of the RA and USAR mission assigned to each recruiter, RS, Rctg Co, and Rctg Bn for the RSM, quarter, or FYTD is available by menu selection. User input requirements are addressed in paragraph K-1 and in the on-line User's Guide.

K-6. Low Producer Report
a. This report provides Rctg Bn commanders with a listing of low producers for the RSM and a synopsis of RAP participation. The report is available in two parts, by menu selection:

b. Section I - Low Producer Report: A composite listing of low producers, indicating objectives and achievements, and the number of previous months in which the individual exhibited low production while assigned within the Rctg Bn. Low producers are defined, for the purpose of this report, as those positive mission recruiters and RS commanders failing to produce as indicated below:
(1) RA recruiters: Two contracts.
(2) USAR recruiters (military): Three accessions (contracts).
(3) USAR recruiters (civilian): One accession (contract).

K-7. USAR GC Awards/Battalion Choice and Screen Sales Report
This report will be updated the Monday following the close of the RSM. Rctg Bns can access the report on the mainframe.

a. Part I provides Rctg Bde and Rctg Bn commanders a report of how the Rctg Bn is doing in terms of selling the needs of the USAR based on screen sales.

b. Part II provides commanders information on how often the Rctg Bn is overriding the system by utilizing the "choice" option.

c. Part III provides information on how each individual GC is doing in terms of selling the needs of the USAR based screen sales.
(1) USAR GC receive bonus points for each enlistment from request screen one.
(2) Additionally, GC qualify for the annual Army Reserve Readiness Award by ensuring 95 percent of all enlistments for the year are made against request screen one.

d. Part IV provides information on how often each individual GC overrides the system by utilizing the "choice" option.

Appendix L
OCS/WOFT/Nurse Reporting System Data Base Reporting Requirements

L-1. Introduction
The OWNRS data base provides commanders, at all levels of organization, management information concerning officer program prospects and applicants.

L-2. General
a. The Rctg Bn operations section accomplishes OWNRS data base record build and update, based upon telephonic input from RS commanders and from a review of records associated with the processing of applicants for OCS and WOFT enlistment options and ANC commissioning programs.

b. Rctg Bn commanders must ensure that:

(1) RS commanders provide a telephonic report (as required in USAREC Reg 350-7) of each applicant agreeing to process for OCS or WOFT enlistment or ANC commissioning immediately following the sales interview.

(2) The Rctg Bn operations staff maintains and updates the OWNRS data base on a daily basis, reviewing USMEPCOM Form 730 and results of special testing (Officer Selection Battery (OSB), Flight Aptitude Selection Test (FAST)), and flight physicals, as required, to obtain update information.

c. USAREC records detailing packet mission credit will not be posted for those accomplishments not reflected by an appropriately coded data record on the OWNRS data base.

d. Maintenance of the OWNRS data base is a command responsibility.

L-3. Procedures
a. USAREC Fm 969 (OWNRS Data Base Feeder Report) (fig L-1) is used by the Rctg Bn operations staff to record the telephonic reports regarding OCS, WOFT, and ANC prospects furnished by RS commanders.

b. As daily update of the data base is accomplished, the USAREC Fm 969 is signed and dated by the system operator.

c. Additional entries made by the system operator and described in the OWNRS User's Manual (ADSM 18-P99-R24-UNI-UM), which provides complete information regarding data fields and a description of system operations.

OCS	WOFT	ANC	Data Description	Data
X	X	X	Applicant Category	ANC
X	X	X	RSID	1A1A
X	X	X	Recruiter SSN	401-00-0000
X	X	X	Applicant Name	Bishop, Christy
X	X	X	Applicant SSN	400-00-0000
X	X	X	Date of Birth	690513
X	X	X	Sex	Female
X	X	X	Origin	X (Ethnic Group)
X	X	X	Mailing Address	101 Spruce Ave. Louisville, KY 40216
X	X	X	Education Completed	16K
X			Grade Point Average	9.99
X	X	X	Academic Discipline	Science
X	X	X	Prior Service	None
X	X	X	MEPS Physical Qual	880513
X	X	X	MEPS Physical Date	880513
	X		FAST Test Date	880410
X			OSB Test Date	880410
	X		FAST Test Score	110
X			OSB Test Score	120
X	X		AFQT	89
X	X		GT Score	125
		X	Date ANC Application Submitted	880518
		X	Date Commissioned	

OWNRS Data Base Feeder Report
(For use of this form see USAREC Reg 350-10)

"X" indicates information is required.

Report Furnished By: SGT Newsome   Date: 880518

OWNRS Record Initiated By: SP4 Goode   Date: 880523

USAREC Fm 969, Rev 1 Jun 91 (Previous editions will be used)

Figure L-1. Sample of a completed USAREC Fm 969

Appendix M
Standardized Recruiting Battalion Briefing

M-1. Purpose
This appendix provides guidance concerning the standardized Rctg Bn briefing, which will be prepared and presented by Rctg Bn commanders throughout their tenure (see fig M-1).

M-2. Briefing updates
  a. Standardized Rctg Bn briefing slides should be posted monthly with up-to-date data.
  b. Rctg Bn commanders must ensure that the standardized Rctg Bn briefing slides are updated, as required. See table M-1 for a list of Rctg Bn slide categories and points of contact.

M-3. Instructions for completing standardized Rctg Bn briefing slides
  a. Slide 1: MARKET DATA.
  (1) Market: Self-explanatory.
  (2) Advertising Outlets: Self-explanatory.
  (3) USAR Units: Number of USAR units supported by the Rctg Bn.
  (4) National Guard Units: Number of Army National Guard units supported by the Rctg Bn.
  (5) Military Installations: Number of military installations within the Rctg Bn geographical area.
  (6) Market Share: Market share is calculated by dividing the number of net contracts (GSMA) written by the Rctg Bn, by the number of contracts (GSMA) written by all services in the Rctg Bn area. The result is displayed as a percent. This data is to be updated on a monthly basis as it becomes available.
  b. Slide 2: DOD STUDENT TESTING PROGRAM/SCHOOL LIST SUMMARY. List the following data, as defined below. Current SY data is listed in the first column, followed by each of the previous SY in successive columns.
  (1) Line A-1: Enter the number of schools (HS and colleges) listed as eligible to test on the United States Military Entrance Processing Command (USMEPCOM) schools list.
  (2) Line A-2: Enter the number of schools eligible that have tested to date.
  (3) Line B-1: Enter the number of schools in A-1 above assigned to the Army for scheduling.
  (4) Line B-2: Enter the number of schools in B-1 above tested to date.
  (5) Line B-3: Enter the approved student testing goal assigned to the Rctg Bn for the SY.
  (6) Line B-4: Enter the number of junior and senior students tested in schools included in B-2 above for the SY.
  (7) Line B-5: Enter the percent of goal accomplished by dividing B-4 above by B-3 above.
  (8) Line C-1: Enter the number of HS in the Rctg Bn designated and assigned as recruiting markets by the RZA.
  (9) Line C-2: Enter the number of HS in C-1 above for which the Rctg Bn has a complete senior list. To be complete, the list must contain the names and addresses and/or telephone numbers of 85 percent of the class, as a minimum.

  (10) Line C-3: Enter the number of HS in C-1 above, that officially provided a senior list to the Rctg Bn.
  (11) Line C-4: Enter the number of HS in C-1 above for which the Rctg Bn has a complete junior list. (See definition of complete list in C-2 above.)
  (12) Line C-5: Enter the number of HS in C-1 above that officially provided a junior list to the Rctg Bn.
  (13) Line D-1: Enter the number of 2-year and/or 4-year postsecondary institutions designated and assigned as recruiting markets by the RZA.
  (14) Line D-2: Enter the number of institutions in D-1 above for which the Rctg Bn has a complete list of students in their last year of school. (See definition of complete list in C-2 above.)
  (15) Line D-3: Enter the number of institutions in D-1 above that officially provide a list of students in their last year of school.
  (16) Line D-4: Enter the number of institutions in D-1 above that officially provide a list of students leaving school for other reasons than graduation (stop-out, drop-out).
  c. Slide 3: FACILITIES.
  (1) Number of Companies: Enter data from the latest RZA in the current FY column, and from the RZA previous in the previous FY column.
  (2) In the remarks section, note the dates of the two RZA used, and projected date of the next RZA. Also list any proposals for tables of distribution and allowances changes currently being processed, concerning RS to be established, closed, relocated, expanded, or upgraded.
  d. Slide 4: RA RECRUITER STATUS.
  (1) "Cmd" line - Enter the Rctg Bn name.
  (2) "As of" line - Enter the three-letter abbreviation for the RSM.
  (3) Rctg Bns will run the automated Battalion Strength Profile utilizing procedure 3-15 on page C-3-70 of the CIMS User's Manual as of the last complete RSM. Data from the profile will be used to complete the top portion of the RA Recruiter Status Chart.
  (4) The Rctg Bn commander will project foxhole strength by percent for 30, 60, and 90 days.
  (5) "Bn misc" shown in the not on-production figures will be further broken down to incoming, outgoing, other, and total percentages and placed at the bottom of the page. Names from miscellaneous by category from the Battalion Strength Profile will be converted to a percentage according to the following formulas and placed in the appropriate category:
  (a) Incoming - Sum of candidates and assigned not joined divided by the total Rctg Bn assigned strength.
  (b) Outgoing - Sum of reassigned out and retirement or expiration term of service divided by the total Rctg Bn assigned strength.
  (c) Other - Sum of suspended, special duty project, authorized absence, confinement and/or absence without leave, and school divided by the total Rctg Bn assigned strength.
  (d) Total - Sum of incoming, outgoing, and

other.
NOTE: These columns will have a percent and not names.
  e. Slide 5: USAR AGR RECRUITER STATUS.
  (1) Data for completion for this slide is taken from the Recruiter Strength Report which is published monthly by the Personnel Directorate.
  (2) "Cmd" line - Enter the Rctg Bn and Rctg Bde name.
  (3) "As of" line - Enter the three-letter abbreviation for the month.
  (4) The letters of the slide indicate the columns of the Recruiter Strength Report from which the information is to be obtained.
  (5) The number "1" is the sum of columns "I," "J," "K," and "O," plus "Q" from the AGR and GS7 portion of the Recruiter Strength Report.
  (6) The Rctg Bn commander will project foxhole strength by percent of authorized for 30, 60, and 90 days. This projection will be computed using the formula in (5) above.
  f. Slide 6: RECRUITER EXPERIENCE LEVEL.
  (1) Recruiters: Enter the total number of assigned on-production recruiters.
  (a) In 1A through 1F, enter in the number column the total number of recruiters falling into each category.
  (b) In the percent column, enter the percent of production recruiters in each category.
  (2) Station Commanders: Enter the total number of RS commanders assigned.
  (a) In 2A through 2D, enter the number of RS commanders falling into each category.
  (b) In the school column, enter the number of RS commanders who have been trained at the United States Army Training and Doctrine Command Station Commander's Course.
  (c) In the percent column, enter the percent of current RS commanders who are school-trained.
  (3) First Sergeants: Enter the total number of 1SG assigned.
  (a) In 3A through 3C, enter the total number of 1SG falling into each category.
  (b) In the school column, enter the total number of 1SG who are school-trained.
  (c) In the percent column, enter the percent of school-trained 1SG.
  (4) Company Commanders: Enter the total number of Rctg Co commanders assigned. In 4A through 4C, enter the number of Rctg Co commanders falling into each category.
  (5) Guidance Counselors: Complete as in (1) through (4) above.
  (6) Recruiter Training NCO: Complete as in (1) through (4) above.
  g. Slide 7: AWARDS/PHYSICAL FITNESS.
  (1) To gather information for awards portion of slide number 7, perform the following functions on computer terminal:
  (a) Step 1 - Access computer.
  (b) Step 2 - Access Data Base Menu (D47*LIB) - Selection 3.
  (c) Step 3 - Access CIMS SCF - Selection 15.
  (d) Step 4 - Access printer.

(e) Step 5 - Enter: >TA C805 WH NK C408 EQ A AND C68 EQ ____: then transmit (after C68 EQ, enter your unit identification code).

(2) Completion of step 5 will result in a tally showing last recorded awards. From this count, subtract the highest award from the next lower award to arrive at totals.

(3) To gather information for physical fitness portion of slide number 7, perform these steps:

(a) Step 1 - Pull all copies of DA Form 5500 (Body Fat Content Worksheet (Male)) or DA Form 5501 (Body Fat Content Worksheet (Female)) from file.

(b) Step 2 - Count all personnel in overweight program, enter in line 1.

(c) Step 3 - Count all personnel pending body fat evaluation, enter in line 2.

(d) Step 4 - From DA Form 705 (Army Physical Fitness Test Scorecard), count number of soldiers who failed APFT, enter in line 3.

(e) Step 5 - Enter in line 4 the number of personnel undergoing remedial PT.

h. Slide 8: ENLISTMENT STANDARDS SUMMARY.

(1) The first eight areas are prepared on a monthly basis and distributed to the field in the Enlistment Standards Functional Area and Analysis Package, Volume 2, under appendix B, ESD Goals Matrix.

(2) Previous FY accomplishments and current FYTD are extracted from the aforementioned enlistment standards package.

i. Slide 9: MISSION ACCOMPLISHMENT.

(1) "CMD" line - Enter Rctg Bn name.

(2) "AS OF" line - Enter three-letter abbreviations for the last complete RSM.

(3) Circle the month column title that corresponds to the last complete RSM.

(4) The first set of horizontal boxes are for the Rctg Bn as a whole.

(5) In the "Name of Company and Cdr" column, enter the name of the Rctg Bn and Rctg Bn commander opposite the first set of horizontal boxes and the name of each Rctg Co and Rctg Co commander opposite each successive horizontal boxes. If Rctg Co commander has earned Gunner's Badge Certificate, place "*" after his or her name. If the Rctg Bn has conducted a "free" inspection of the Rctg Co 90 days after commander's assumption of command, place an "F" after his or her name.

(6) In the "RA" row under each month column heading, enter "A" if the Rctg Bn and/or Rctg Co made RA mission box. (Use operative substitution rules that were in effect for the month being annotated.)

(7) In the "USAR" row under each month column heading, enter "R" if the Rctg Bn and/or Rctg Co made USAR mission box. (Use operative substitution rules that were in effect for the month being annotated.)

(8) Place a circle around the "A" if the Rctg Bn and/or Rctg Co made mission Box RA and USAR under team concept.

(9) The slide should consist of 12 months of information (i.e., October through last complete RSM will be current FY information, and from the last complete RSM through September will be previous FY information).

(10) The boxes at the right of the slide are for the most recent complete recruit ship quarter. In the box for the last RSM of each quarter, put an "A" or "R," as appropriate, above the diagonal line for the RSM. If the unit made mission box for the quarter, put a "Q" below the diagonal for that quarter. In the set of boxes to the far right there is one additional box ("FY"). If the unit made mission box YTD, put a "Y" in this box.

j. Slide 10: MONTHLY MISSION BOX.

(1) Identify quarter and FY above mission box.

(2) Heading of mission.

(a) Organization: Identify command.

(b) Period: Identify RSM, quarter, and FY.

(c) As of date: Identify latest date.

(3) RA Mission: Identify mission by category, by placing contract requirement in stated categories; where no mission is assigned, place a zero. Ensure RA prior service (PS) mission is divided by PS I to IIIA and PS IIIB in the appropriate blocks. As mission is accomplished, place achieved numbers in blocks under proper category, divide achievement by mission, and convert to percentage for percentage line.

(4) USAR Mission: Format and procedures for USAR are the same as for RA with the exception of PS. PS will be displayed as a total number rather than PS I to IIIA + PS IIIB, but procedure for achievement and percentage are the same.

(5) OCS, WOFT, ANC: In the block marked "other," outline as follows:

First pair of blocks:
OCS
M   F
Second pair of blocks:
OCS
ENT   SCI
Third pair of blocks:
WOFT
M   F
Fourth pair of blocks:
ANC
RA   USAR
Fill out missions, achievements, and percentages as previously outlined.

k. Slide 11: QUARTERLY MISSION BOX.

(1) Heading: Identify command and date quarterly mission was assigned. Identify quarter and FY.

(2) Fill out one mission box for each month in the quarter and the last one for the quarterly mission assigned.

(3) The "As of" date is the mission box for completed RSM; it should be the end of that RSM. The date for the current month and quarterly mission box is the most current update.

(4) All other procedures are as described in the monthly mission box slide.

l. Slide 12: GSMA EVENFLOW.

(1) This slide will depict the unit's plan to achieve GSMA mission glide by month.

(2) Enter the total number of gross GSMA contracts by recruit ship week (RSW) in the enlarged bubbles. Enter planned GSMA contracts in the upper portion of the bubble and the actual achievements in the lower portion of bubble. This should be completed for the current month.

(3) "Proj %" will depict how GSMA mission accomplishment is planned week by week. This number is obtained by dividing the top number in each enlarged bubble by the total of gross GSMA contracts for the month. Enter the percent of GSMA production by RSW on the "Proj %" line. This should be completed for both the current month and the following month if mission has been assigned; if mission has not been assigned, use last month and current month. The plan should strive for GSMA evenflow.

(4) The "Ach %" will be completed at the end of each RSW. The number will be obtained by dividing actual weekly accomplishments of GSMA contracts by the planned total for the month. At the end of each RSW, enter the percent of GSMA achieved on the "Ach %" line.

m. Slide 13: WRITE RATE PER DAY REQUIRED.

(1) "As of" line - Enter the last completed RSW.

(2) In the first column enter Rctg Bn and Rctg Co names.

(3) Under the "Avg per day FY ___" columns, enter the average daily write rate YTD through RSM September for both of the displayed categories, "RA GSMA" and "USAR VOLUME."

(4) Under the "Avg per day this qtr" columns, enter the average daily write rate achieved as of the date of the chart for the current quarter for both of the displayed categories. This is calculated by: (achievement: production days).

(5) Under the "Req per day this qtr" columns, enter the required daily write rate to make mission for the current quarter for both of the displayed categories as of the date of the chart. This is calculated by: (Quarter mission - quarter-to-date production)/remaining recruiting days in quarter.

n. Slide 14: DOD MARKET AND RECRUITER SHARE (GSMA & GSFA PER S90).

(1) The time period for this slide is the last full FY and the current FY. This slide should be updated quarterly.

(2) The first data line to be displayed is the recruiter share. Determine the average number of foxhole RA recruiters assigned to the Rctg Bn during the quarter. Divide this by the average DOD recruiters assigned during the quarter and display as a percentage.

(3) The second data line displayed is GSMA market percent. Divide the Army GSMA production by the DOD GSMA production for each quarter and display as a percent.

(4) The third data line displayed is the GSFA market percent. Proceed in the same manner as (3) above using GSFA production data.

o. Slide 15: USAR UNIT STATUS.

(1) This chart depicts the status of USAR units located in the Rctg Bn's area.

(2) On the "As of" line - Enter the last completed calendar month.

(3) The chart will have three sections as follows:

(a) Section I: Rctg Bn Wrap Up. Numbers are a summation of all USAR units in the Rctg

Bn's area.

(b) Section II: Filled out on all units having a priority of "A" or "N."

(c) Section III: Filled out on 10 lowest units having the priority of "O" or "U."

(4) The instructions for completing columns "A" through "G" are:

(a) "Unit Priority" column - Enter the alphabetic priority (A through N) of each unit.

(b) "Name" column - Enter the name of each unit on a separate line.

(c) "Location" column - Enter city and state where unit is currently located.

(d) "Total Enlisted Required" column - Enter status as of the last completed calendar month. If the unit is projected to undergo a change in requirement within the next 90 days, asterisk and footnote the new requirement.

(e) "Total Enlisted Assigned" column - Enter assigned strength as of the last completed calendar month.

(f) "YTD Accessions" column - Enter total number of accessions YTD by the Rctg Bn.

(g) "Percent (%) Fill" column - Divide column E by column D and write down the number in percentage format. (Example: total enlisted strength required: 34; total enlisted assigned: 40.) %Fill = (total enlisted assigned / total enlisted required) * 100 = (40 / 34) * 100 = _____.

(5) Point of contact is HQ USAREC, RCRO, Production Branch Chief at DSN 464-0818 or commercial (502) 624-0818.

p. Slide 16: DEP MANAGEMENT PROGRAM.

(1) "Cmd" line - Enter Rctg Bn name.

(2) "As of" line - Enter the three-letter abbreviation of the last completed RSM.

(3) This graph will depict data from the last 24 completed RSM. The latest RSM will be at the right side of the group.

(4) GSMA DEP Loss:

(a) Divide the total number of GSMA reservations made that were on the system at least 24 hours and canceled, and against which no new reservation was made by the total number of GSMA who were due to access during that RSM.

(b) Convert the decimal to a percent for each month.

(c) Depict this percentage as a point at the correct level above the appropriate month.

(d) Connect the points to form a line graph.

(e) List the number of GSMA DEP losses per month under the correct month.

(5) Total DEP Loss Graph:

(a) Divide the total number of reservations made that were on the system at least 24 hours and canceled, and against which no new reservation was made by the total number of those due to access during that RSM.

(b) Convert the decimal to a percentage for each month.

(c) Depict this percentage as a percent at the correct level above the appropriate month.

(d) Connect the points to form a line graph.

(6) On the "Last Minute DEP Loss" line, report the percentage of DEP losses by month that occurred during the RSW in which they were

scheduled to access (e.g., if GSMA loss was 10 in October and two of those DEP losses occurred during the RSW in which they were to access, report 20 percent for October).

q. Slide 17: DEP/DTP REFERRAL PROGRAM SUMMARY.

(1) This chart depicts the Rctg Bn's DEP and DTP referral program.

(2) On the "As of the last day of RSM" line - Enter the last completed RSM.

(3) The instructions for completing columns "A" through "D" are (repeat steps for each Rctg Co and the Rctg Bn total):

(a) "Company" column - Enter the name of each Rctg Co on a separate line.

(b) "Currently in DEP/DTP" column - Enter the number of individuals currently in the DEP and DTP. Example: 50/40.

(c) "Percent of Current Members of DEP/DTP Providing Referrals" column - Enter the percent of current members of the DEP and DTP that provided one or more referrals. Example: Based on the example in (b) above, if 25 members of the DEP gave referrals, and 15 members of the DTP gave referrals; 50%/38% (DTP percentage rounded up).

(d) "Percent Enlisted From Referrals DEP/DTP" column - Enter the percentage of those individuals referred that enlisted. Example: If the DEP members in column B gave 40 referrals and 2 of those enlist, and the DTP members in column B gave 10 referrals of which 5 enlist; 5%/50%.

(e) "YTD DEP Loss Percentage" column - Enter the percentage of DEP loss for current FYTD. Example: YTD mission accomplished, DEP loss YTD 5; 10%.

(4) Sum all information for Rctg Bn level.

(5) Information can be obtained from USAREC Fm 816-A (Recruiting Station Assets Form) and USAREC Fm 816-B (Recruiting Company Assets Form).

(6) Point of contact at HQ USAREC is RCRO, Plans and Programs at DSN 464-8061 or commercial (502) 624-8061.

r. Slide 18: SUMMARY OF FUNDED DEP FUNCTIONS.

(1) Enter the name of each Rctg Co in the Rctg Bn.

(2) Enter the number of functions conducted YTD.

(3) Number of participants.

(a) Enter the number of military and/or DOD civilian hosts YTD.

(b) Enter the number of DEP personnel attendances YTD.

(c) Enter the number of guests YTD.

(4) Enter the total cost of all functions YTD.

(5) Enter the total number of contracts YTD.

(6) Divide the number entered from (b) above by the number entered from (5) above. Command goal: To have 31 percent of their DEP personnel attend a funded function.

s. Slide 19: LEADS STATUS.

(1) All numerical data is taken from the LEADS Monthly Status Reports. The three reports are Army, ANC Active, and ANC Reserve

Status Reports.

(2) Enter the Rctg Bn name.

(3) Enter the report month through which data is applicable.

(4) Enter the total for Active, Reserve, combined, and ANC Active and Reserve.

NOTE: Totals are found under the "YTD" columns. For ANC, add together the number from both the ANC Active and ANC Reserve Status Reports for total.

t. Slide 20: SUMMARY OF TAIR ACTIVITIES.

(1) Column 1 (Projects): Enter the cumulative number of TAIR projects, YTD, for each category.

(2) Column 2 (Audience): Enter the cumulative attendance, YTD, for each category.

(3) Column 3 (High Schools): Enter the cumulative number of HS penetrated, YTD, for each category.

(4) Column 4 (Events): Enter the number of approved events awaiting execution, YTD, for each category.

u. Slide 21: SPECIAL INTEREST AREAS.

(1) Item 1 - Enter the actual previous FY total tours and events planned and conducted; the total number of escorts and hosts, and educators and participants involved, and the total number of dollars expended.

(2) Item 2 - Enter the total number of tours and events funded for the current FY and total cost of those funded.

(3) Items 3, 4, 5, and 6 - Enter the total number of tours and events planned and/or conducted and the number of escorts and hosts, and educators and participants involved for each quarter of the current FY.

v. Slide 22: BUDGET EXECUTION REVIEW.

(1) The Budget Execution Review will be prepared as required.

(2) The "Plan" column will reflect your Rctg Bn's current obligation plan.

(3) The "Obligation" column will reflect the end of the month obligations, as taken from the Standard Financial System monthly closing reports.

(4) "Deviation" by dollars ($) column must equal the difference between the plan figure and the obligation figure. This resulting figure will be positive if the obligations are larger than the plan figure; negative if obligations are less than the plan.

(5) "Deviation" by percent (%) column is calculated by dividing the obligation dollar ($) deviation by the plan figure.

(6) Call your Rctg Bde comptroller office to obtain obligation information.

w. Slide 23: ADVERTISING BUDGET.

(1) All dollars allocated and spent by Rctg Bns must be broken into the market categories listed.

(2) "$ Allocation" (both RA and USAR) must be broken out by the amount of funding allocated to the different markets. The total should equal the total funding allocated to the Rctg Bn for the entire FY.

(3) "$ Execution" (both RA and USAR) must be broken out by the Rctg Bn for the FYTD.

Table M-1
Points of contact for standardized Rctg Bn briefing slides

SLIDE NUMBER	RESPONSIBLE DIRECTORATE	TOPIC
1	PAE	Demographics and Market Data
2	RO-PP	Student ASVAB Testing Program and LRL Status
3	RM&L	Facilities
4	PER	RA Recruiter Status
5	PER	USAR Recruiter Status
6	PER	Recruiter Experience Level
7	PER	Awards and Physical Fitness
8	ES	Enlistment Standards Summary
9	RO	Mission Accomplishment (Annual Display)
10	PAE	Monthly Matrix Mission Box
11	PAE	Quarterly Matrix Mission Box
12	RO-O	GSMA Evenflow (Mission Overlay)
13	RO-O	Write Rate Per Day Required
14	PAE	DOD Market and Recruiter Share
15	RO-PP	USAR Unit Status
16	RO-PP	DEP Management Program
17	RO-PP	DEP Referral Summary
18	RO-PP	Summary of Funded DEP Functions
19	A&PA	LEADS Status
20	A&PA	Summary of TAIR Activities
21	RO-S	Special Interest Areas
22	RM&L	Budget Execution Review
23	A&PA	Advertising Budget

MARKET DATA

1. <u>MARKET</u>:

    A.   SQUARE MILES: _____   B.   NUMBER OF COUNTIES: _____

    C.   ZIP CODES (#): _____   D.   POPULATION: _____

    E.   HIGH SCHOOL MARKET:

        (1)   CURRENT YEAR   - SENIOR MALE: _____   SENIOR FEMALE: _____

        (2)   PREVIOUS 2 YEARS - SENIOR MALE: _____   SENIOR FEMALE: _____

    F.   HIGH SCHOOLS: _____   G.   VOTECHS: _____

    H.   TWO-YEAR COLLEGES: _____   I.   FOUR-YEAR COLLEGES: _____

    J.   NURSING SCHOOLS: _____   K.   NUMBER OF SENIOR NURSING STUDENTS: _____

2. <u>ADVERTISING OUTLETS</u>:

    A.   TV STATIONS: _____   B.   RADIO STATIONS: _____

    C.   OTHER: _____

3. <u>USAR UNITS</u>: _____

4. <u>NATIONAL GUARD UNITS</u>: _____

5. <u>MILITARY INSTALLATIONS</u>: _____

6. <u>MARKET SHARE</u>:

    BATTALION SHARE OF DOD PENETRATION (FYTD AS OF _____):

        GSMA: _____ %

        GSFA: _____ %

        VOLUME: _____ %

Figure M-1. Sample of Rctg Bn briefing slide

DOD STUDENT TESTING PROGRAM/SCHOOL LIST SUMMARY

(YTD AS OF _____)

	SY _____	SY _____	SY _____
A. TESTING - IRC LEVEL:			
1. NUMBER OF SCHOOLS ELIGIBLE.	_____	_____	_____
2. NUMBER OF SCHOOLS TESTED.	_____	_____	_____
B. TESTING - ARMY:			
1. NUMBER OF SCHOOLS ELIGIBLE.	_____	_____	_____
2. NUMBER OF SCHOOLS TESTED.	_____	_____	_____
3. STUDENT TESTING GOAL (JRS & SRS).	_____	_____	_____
4. NUMBER OF STUDENTS TESTED (JRS & SRS).	_____	_____	_____
5. PERCENT OF GOAL ACHIEVED.	_____	_____	_____
C. HIGH SCHOOL LIST STATUS:			
1. NUMBER OF RZA-DESIGNATED H.S.	_____	_____	_____
2. NUMBER OF SENIOR LISTS COMPLETE (85%+).	_____	_____	_____
3. NUMBER OF SENIOR LISTS PROVIDED BY SCHOOL.	_____	_____	_____
4. NUMBER OF JUNIOR LISTS COMPLETE (85%+).	_____	_____	_____
5. NUMBER OF JUNIOR LISTS PROVIDED BY SCHOOL.	_____	_____	_____
D. POSTSECONDARY LIST STATUS:			
1. NUMBER OF RZA-DESIGNATED 2YR/4YR INSTITUTIONS.	____/____	____/____	____/____
2. NUMBER OF "TO GRADUATE" LISTS COMPLETE 2YR/4YR.	____/____	____/____	____/____
3. NUMBER OF "TO GRADUATE" LISTS PROVIDED 2YR/4YR.	____/____	____/____	____/____
4. NUMBER OF "STOP-OUT" LISTS PROVIDED 2YR/4YR.	____/____	____/____	____/____

Figure M-1. Sample of Rctg Bn briefing slide (Continued)

FACILITIES

	PREVIOUS FY	CURRENT FY
A. NUMBER OF COMPANIES	_____	_____
B. NUMBER OF MET SITES		_____
C. STATIONS AUTHORIZED	_____	_____
(1) SUBSTATIONS AUTHORIZED	_____	_____
(2) CANVASSING POINTS	_____	_____
D. TOTAL OPERATIONAL STATIONS	_____	_____
E. TOTAL STATIONS WITH LPSC	_____	_____
F. ONE-PERSON STATIONS	_____	_____
G. STATIONS TO BE ESTABLISHED	_____	_____
H. STATIONS TO BE CLOSED	_____	_____
I. STATIONS TO BE RELOCATED	_____	_____
J. STATIONS TO BE EXPANDED	_____	_____
K. STATIONS TO BE UPGRADED	_____	_____
L. DATE OF MOST RECENT RZA	_____	_____
M. PROJECTED DATE OF NEXT RZA	_____	_____

REMARKS: _____

_____

_____

_____

_____

Figure M-1. Sample of Rctg Bn briefing slide (Continued)

RA RECRUITER STATUS   CDR: LTC

CMD_____   AS OF RSM _____

	AUTH	ASG	PERCENT AUTH
TOTAL	_____	_____	_____
NOT ON PRODUCTION			
BN STAFF	_____	_____	_____
CO STAFF	_____	_____	_____
SP PROG RCTR	_____	_____	_____
MISCELLANEOUS	_____		
TOTAL AVAILABLE FOR PRODUCTION	_____	_____	_____
LPSC	_____	_____	_____
OPSC	_____	_____	_____
NURSE RCTR	_____	_____	_____
ON PROD (FOXHOLE)	_____	_____	_____
TTE (1-30)		_____	
TTE (31-60)		_____	
NEWLY ASG POSN		_____	
RCTR		_____	

BN CDR PROJECTED FOXHOLE STRENGTH (%)   PROJECTED STRENGTH

30 DAYS _____

60 DAYS _____

90 DAYS _____

Figure M-1. Sample of Rctg Bn briefing slide (Continued)

USAR AGR RECRUITER STATUS

CMD _____ AS OF RSM _____

	AUTH	ASG	PERCENT AUTH
TOTAL	_____	_____	_____
NOT ON PRODUCTION			
BN STAFF	_____	_____	_____
MISCELLANEOUS		_____	
TOTAL AVAILABLE FOR PRODUCTION	_____	_____	_____
NURSE RCTR	_____	_____	_____
ON PROD (FOXHOLE)	_____	_____	_____
TTE (1-30)		_____	
TTE (31-60)		_____	
NEWLY ASG POSN		_____	
RCTR		_____	

BN CDR PROJECTED FOXHOLE STRENGTH (%)

PROJECTED STRENGTH

30 DAYS _____

60 DAYS _____

90 DAYS _____

Figure M-1. Sample of Rctg Bn briefing slide (Continued)

RECRUITER EXPERIENCE LEVEL   AS OF _____

	TOTAL	NUMBER	%	#SCHOOL TRAINED	%
1. RECRUITERS	_____				
A. ZERO MISSIONED		_____	_____		_____
B. HALF MISSIONED		_____	_____		
C. THREE TO 12 MONTHS		_____	_____		
D. THIRTEEN TO 24 MONTHS		_____	_____		
E. OVER 24 MONTHS		_____	_____		
F. FOUR/6 YEARS		_____	_____		
2. STATION COMMANDERS	_____			_____	_____
A. SIX MONTHS OR LESS		_____	_____		
B. SEVEN TO 12 MONTHS		_____	_____		
C. THIRTEEN TO 24 MONTHS		_____	_____		
D. OVER 24 MONTHS		_____	_____		
3. FIRST SERGEANTS	_____			_____	_____
A. SIX MONTHS OR LESS		_____	_____		
B. SEVEN TO 12 MONTHS		_____	_____		
C. THIRTEEN OR MORE MONTHS		_____	_____		
4. COMPANY COMMANDERS	_____	_____	_____		
A. SIX MONTHS OR LESS		_____	_____		
B. SEVEN TO 12 MONTHS		_____	_____		
C. THIRTEEN OR MORE MONTHS		_____	_____		
5. GUIDANCE COUNSELORS	_____			_____	_____
A. SIX MONTHS OR LESS		_____	_____		
B. SEVEN TO 12 MONTHS		_____	_____		
C. THIRTEEN OR MORE MONTHS		_____	_____		_____
6. RECRUITER TRAINING NCO	_____				
A. SIX MONTHS OR LESS		_____	_____		
B. SEVEN TO 12 MONTHS		_____	_____		
C. THIRTEEN OR MORE MONTHS		_____	_____		

Figure M-1. Sample of Rctg Bn briefing slide (Continued)

AS OF_____

AWARDS

NUMBER OF SILVER BADGES: _____ (ONE GS:_____)   (TWO GS: _____)   (THREE GS: _____)

NUMBER OF GOLD BADGES: _____ (ONE SS:_____)   (TWO SS: _____)   (THREE SS: _____)

NUMBER RINGS: _____

PHYSICAL FITNESS

NUMBER OF PERSONNEL ON WEIGHT CONTROL PROGRAM: _____

NUMBER OF PERSONNEL PENDING BODY FAT EVALUATION: _____

NUMBER OF PERSONNEL FAILING LAST APFT: _____

NUMBER OF PERSONNEL ENROLLED IN REMEDIAL PT PROGRAM: _____

Figure M-1. Sample of Rctg Bn briefing slide (Continued)

ENLISTMENT STANDARDS SUMMARY

	STANDARD	LAST 12 MONTHS	PREVIOUS FY
DAFQT +21 RATE FOR TOTAL RA/USAR CONTRACTS	_____	_____	_____
DAFQT +21 RATE FOR NON-CONTRACTS	_____	_____	_____
PERCENT RECRUITERS WITH DAFQT AVERAGE ≥ "HP" OR HIGHER (≥ 10 APPLICANTS)	_____	_____	_____
RA TRAINING BASE ATTRITION (TBA) RATE	_____	_____	_____
RA DEP SEPARATION RATE	_____	_____	
RA DEP SEPARATION WITH RECRUITER IMPACT RATE	_____	_____	_____
USAR LOSS RATE	_____	_____	_____
RA PS VERSUS NPS RATE	_____	_____	_____
USAR PS VERSUS NPS RATE	_____	_____	_____
ERRONEOUS ENLISTMENT RATE	_____	_____	_____
PRIDE OF OWNERSHIP	_____	_____	_____

	STANDARD	FY (YTD)	PREVIOUS FY
NUMBER OF ALLEGATIONS OF RECRUITING IMPROPRIETY (RI)	_____	_____	_____
AVERAGE PROCESSING TIME FOR RI INVESTIGATIONS	_____	_____	_____

SOURCE OF DATA: ENLISTMENT STANDARDS FUNCTIONAL AREA ANALYSIS AND DATA PACKAGE.

Figure M-1. Sample of Rctg Bn briefing slide (Continued)

NAME OF COMPANY
& CDR

MISSION ACCOMPLISHMENT

CMD_____AS OF_____

	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	FY

RA / USAR rows repeated for eight company blocks.

RA - A = MISSION BOX   CIRCLE - A = MISSION BOX RA & USAR USING TEAM CONCEPT
USAR - R = MISSION BOX
* - DENOTES GUNNER ACCOMPLISHMENT
F - DENOTES FREE INSPECTION ACCOMPLISHED

NOTE: CIRCLE LAST COMPLETED RSM.

Figure M-1. Sample of Rctg Bn briefing slide (Continued)

MATRIX MISSION BOX FOR ACTIVE CONTRACT AND USAR ACCESSION MISSIONS

(For use of this form see USAREC Reg 601-73)

ORGANIZATION   BDE   B N   CO   R S   RCTR   PERIOD: RSM   QTR   FY____

AS OF _____

	CATEGORY		SA	GA	S B	GB	S 4	G4	HA	HB	NA	N B	PS	
A C T I V E	MALES	MSN											MSN	
		ACH											ACH	
		%											%	
	FEMALES	MSN											TOTAL	
		ACH											MSN	
		%											ACH	
													%	

	CATEGORY		CA	GA	C B	GB	C 4	G4	HA	HB	NA	N B	PS	
U S A R	MALES	MSN											MSN	
		ACH											ACH	
		%											%	
	FEMALES	MSN											TOTAL	
		ACH											MSN	
		%											ACH	
														%	

	CATEGORY					WA	W R		ANAS	ANAW	ANR	66E	66F	
O T H E R		MSN												
		ACH												
		%												

USAREC Fm 711, Rev 1 Feb 93 (Previous editions are obsolete)

Figure M-1. Sample of Rctg Bn briefing slide (Continued)

MONTHLY AND QUARTERLY MISSION BOX
(For use of this form see USAREC Reg 601-73)

(recruiter's name and rank or station name)

RSID# _____ DATE ISSUED _____

BELOW IS YOUR _____ QUARTER, FY _____ RECRUITING MISSION.

RECEIPT
ACKNOWLEDGED _____ CDR SIGNATURE BLOCK _____
    (recruiter sign and date)   (CDR sign and date)

ORGANIZATION: BDE BN CO RS RCTR PERIOD RSM   QTR 1st FY ____
____ __ __ ___ ___ AS OF: _____

ACTIVE	CATEGORY		SA	GA	SB	GB	S4	G4	HA	HB	NA	NB	PS
	MALES	MSN											MSN
		ACH											ACH
		%											%
	FEMALES	MSN											TOTAL
		ACH											MSN
		%											ACH
													%

USAR	CATEGORY		SA	GA	SB	GB	S4	G4	HA	HB	NA	NB	PS
	MALES	MSN											MSN
		ACH											ACH
		%											%
	FEMALES	MSN											TOTAL
		ACH											MSN
		%											ACH
													%

OTHER	CATEGORY				WA	WR		ANAS	ANAW	ANR	66E	66F	
		MSN											
		ACH											
		%											

ORGANIZATION: BDE BN CO RS RCTR PERIOD RSM   QTR   FY ____
____ __ __ ___ ___ AS OF: _____

ACTIVE	CATEGORY		SA	GA	SB	GB	S4	G4	HA	HB	NA	NB	PS
	MALES	MSN											MSN
		ACH											ACH
		%											%
	FEMALES	MSN											TOTAL
		ACH											MSN
		%											ACH
													%

USAR	CATEGORY		SA	GA	SB	GB	S4	G4	HA	HB	NA	NB	PS
	MALES	MSN											MSN
		ACH											ACH
		%											%
	FEMALES	MSN											TOTAL
		ACH											MSN
		%											ACH
													%

OTHER	CATEGORY				WA	WR		ANAS	ANAW	ANR	66E	66F	
		MSN											
		ACH											
		%											

ORGANIZATION: BDE BN CO RS RCTR PERIOD RSM   QTR   FY ____
____ __ __ ___ ___ AS OF: _____

ACTIVE	CATEGORY		SA	GA	SB	GB	S4	G4	HA	HB	NA	NB	PS
	MALES	MSN											MSN
		ACH											ACH
		%											%
	FEMALES	MSN											TOTAL
		ACH											MSN
		%											ACH
													%

USAR	CATEGORY		SA	GA	SB	GB	S4	G4	HA	HB	NA	NB	PS
	MALES	MSN											MSN
		ACH											ACH
		%											%
	FEMALES	MSN											TOTAL
		ACH											MSN
		%											ACH
													%

OTHER	CATEGORY				WA	WR		ANAS	ANAW	ANR	66E	66F	
		MSN											
		ACH											
		%											

ORGANIZATION: BDE BN CO RS RCTR PERIOD RSM   QTR   FY ____
____ __ __ ___ ___ AS OF: _____

ACTIVE	CATEGORY		SA	GA	SB	GB	S4	G4	HA	HB	NA	NB	PS
	MALES	MSN											MSN
		ACH											ACH
		%											%
	FEMALES	MSN											TOTAL
		ACH											MSN
		%											ACH
													%

USAR	CATEGORY		SA	GA	SB	GB	S4	G4	HA	HB	NA	NB	PS
	MALES	MSN											MSN
		ACH											ACH
		%											%
	FEMALES	MSN											TOTAL
		ACH											MSN
		%											ACH
													%

OTHER	CATEGORY				WA	WR		ANAS	ANAW	ANR	66E	66F	
		MSN											
		ACH											
		%											

USAREC Fm 711-2, Rev 1 Feb 93 (Previous editions are obsolete)

Figure M-1. Sample of Rctg Bn briefing slide (Continued)

GSMA EVENFLOW
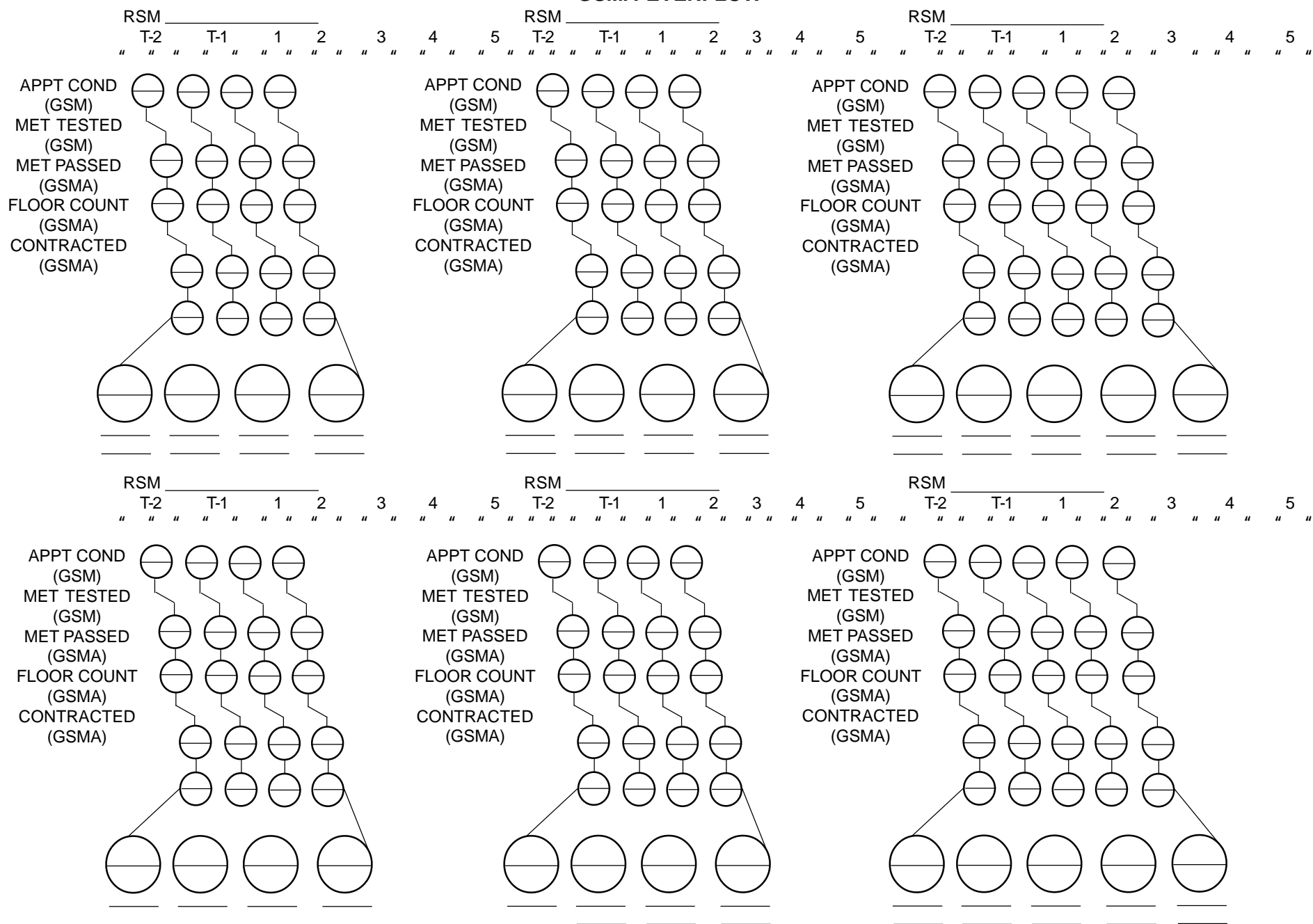
Figure M-1. Sample of Rctg Bn briefing slide (Continued)

WRITE RATE PER DAY REQUIRED

CMD _____ AS OF _____

QTR _____

	RA GSMA			USAR VOLUME		
	AVG PER DAY FY ____	AVG PER DAY THIS QTR	REQ PER DAY THIS QTR	AVG PER DAY FY ____	AVG PER DAY THIS QTR	REQ PER DAY THIS QTR
BATTALION						
COMPANY						
COMPANY						
COMPANY						
COMPANY						
COMPANY						
COMPANY						
COMPANY						
COMPANY						
COMPANY						
COMPANY						

Figure M-1. Sample of Rctg Bn briefing slide (Continued)

DOD MARKET AND RECRUITER SHARE
(GSMA & GSFA PER S90)

P E R C E N T

75 —
64 —
53 —
42 —
31 —
20 —

1 ST QTR   3D QTR   1ST QTR   3D QTR
   2D QTR   4TH QTR   2D QTR   4TH QTR

——————— RECRUITER

— — — — — — GSMA MARKET %

• • • • • • • • • GSFA MARKET %

YTD AS OF _____

Figure M-1. Sample of Rctg Bn briefing slide (Continued)

UPDATE ● USAREC Reg 350-10
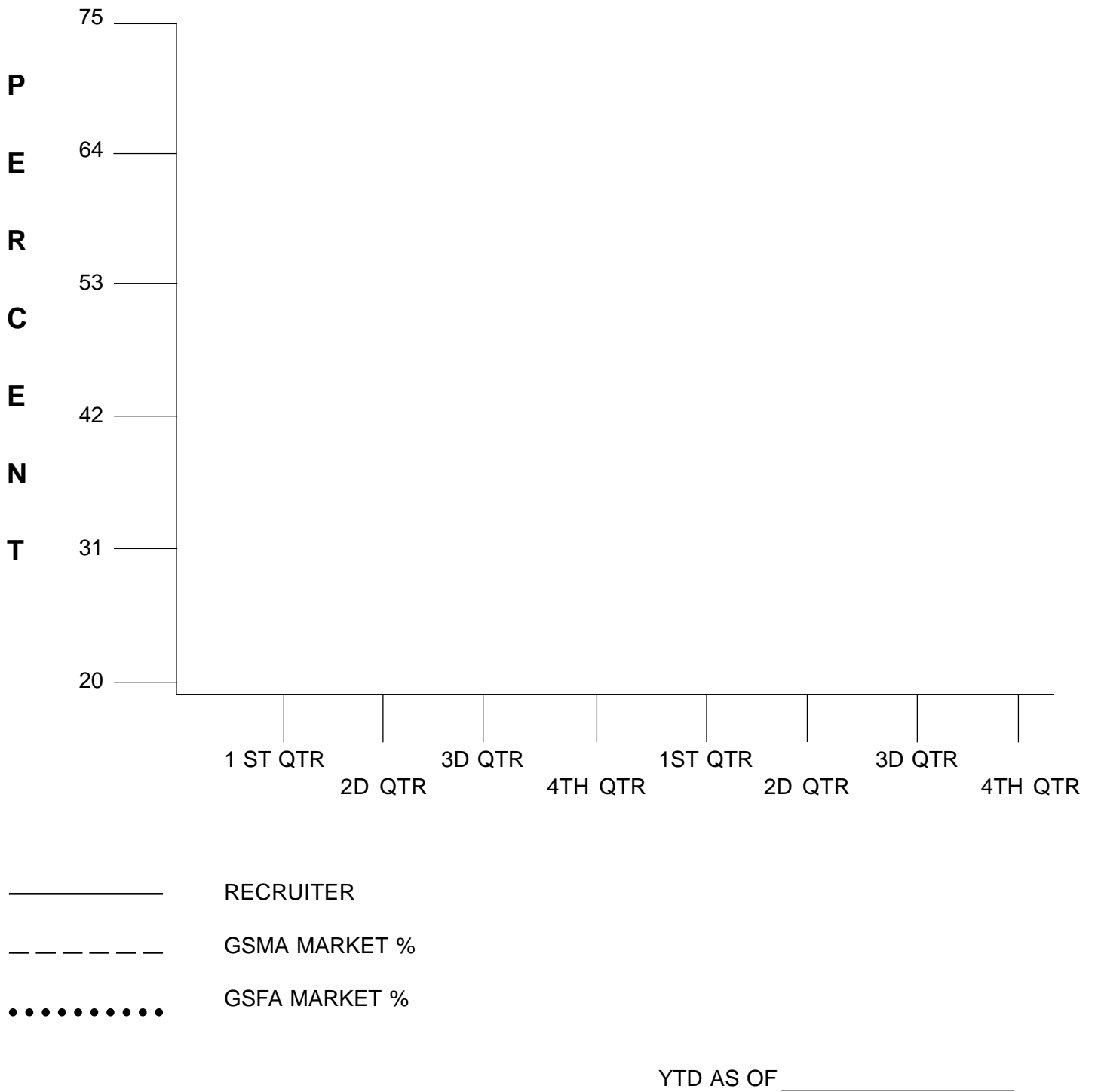
USAR UNIT STATUS

AS OF _____

I. BN _____   TOTAL
                     ENLISTED
                     AUTH _____   TOTAL
                                        ENLISTED
                                        ASGN _____   %FILL _____

PRIORITY A-N UNITS

(A)	(B)	(C)	(D)	(E)	(F)	(G)
			TOTAL ENLISTED	TOTAL ENLISTED	YTD	
UNIT PRIORITY	NAME	LOCATION	REQUIRED	ASSIGNED	ACCESSIONS	%FILL
II.						
_____	_____	_____	_____	_____	_____	____
_____	_____	_____	_____	_____	_____	____
_____	_____	_____	_____	_____	_____	____

TEN LOWEST FILLED UNITS

			TOTAL ENLISTED	TOTAL ENLISTED	YTD	
UNIT PRIORITY	NAME	LOCATION	REQUIRED	ASSIGNED	ACCESSIONS	%FILL
III.						
_____	_____	_____	_____	_____	_____	____
_____	_____	_____	_____	_____	_____	____
_____	_____	_____	_____	_____	_____	____

Figure M-1. Sample of Rctg Bn briefing slide (Continued)

DEP MANAGEMENT PROGRAM
CMD _____ AS OF_____

GSMA DEP LOSS

```
P
E   12
R
C   9.6
E
N   7.2
T
    4.8

    2.4

    0
       JUL  AUG  SEP  OCT  NOV  DEC  JAN  FEB  MAR  APR  MAY  JUN
```

_____ CURRENT YEAR: MONTH _____   FY_____ THRU MONTH _____   FY_____
_____ PREVIOUS YEAR: MONTH _____   FY_____ THRU MONTH _____   FY_____
CURRENT YR   ____ ____ ____ ____ ____ ____ ____ ____ ____ ____ ____ ____
LAST YR   ____ ____ ____ ____ ____ ____ ____ ____ ____ ____ ____ ____

DEP MANAGEMENT PROGRAM
CMD _____ AS OF_____

TOTAL DEP LOSS

```
P
E   12
R
C   9.6
E
N   7.2
T
    4.8

    2.4

    0
       JUL  AUG  SEP  OCT  NOV  DEC  JAN  FEB  MAR  APR  MAY  JUN
```

_____ CURRENT YEAR: MONTH _____   FY_____ THRU MONTH _____   FY_____
_____ PREVIOUS YEAR: MONTH _____   FY_____ THRU MONTH _____   FY_____
CURRENT YR   ____ ____ ____ ____ ____ ____ ____ ____ ____ ____ ____ ____
LAST YR   ____ ____ ____ ____ ____ ____ ____ ____ ____ ____ ____ ____
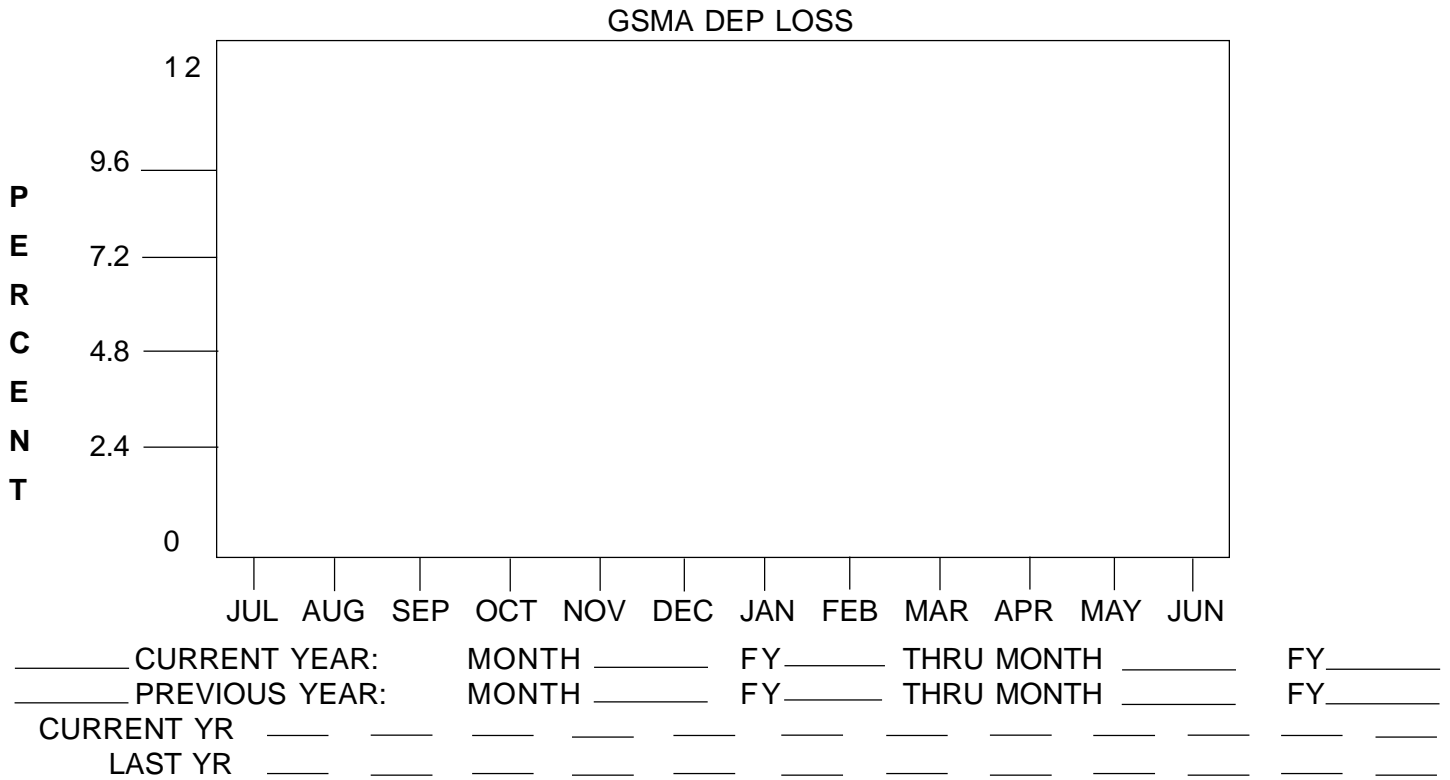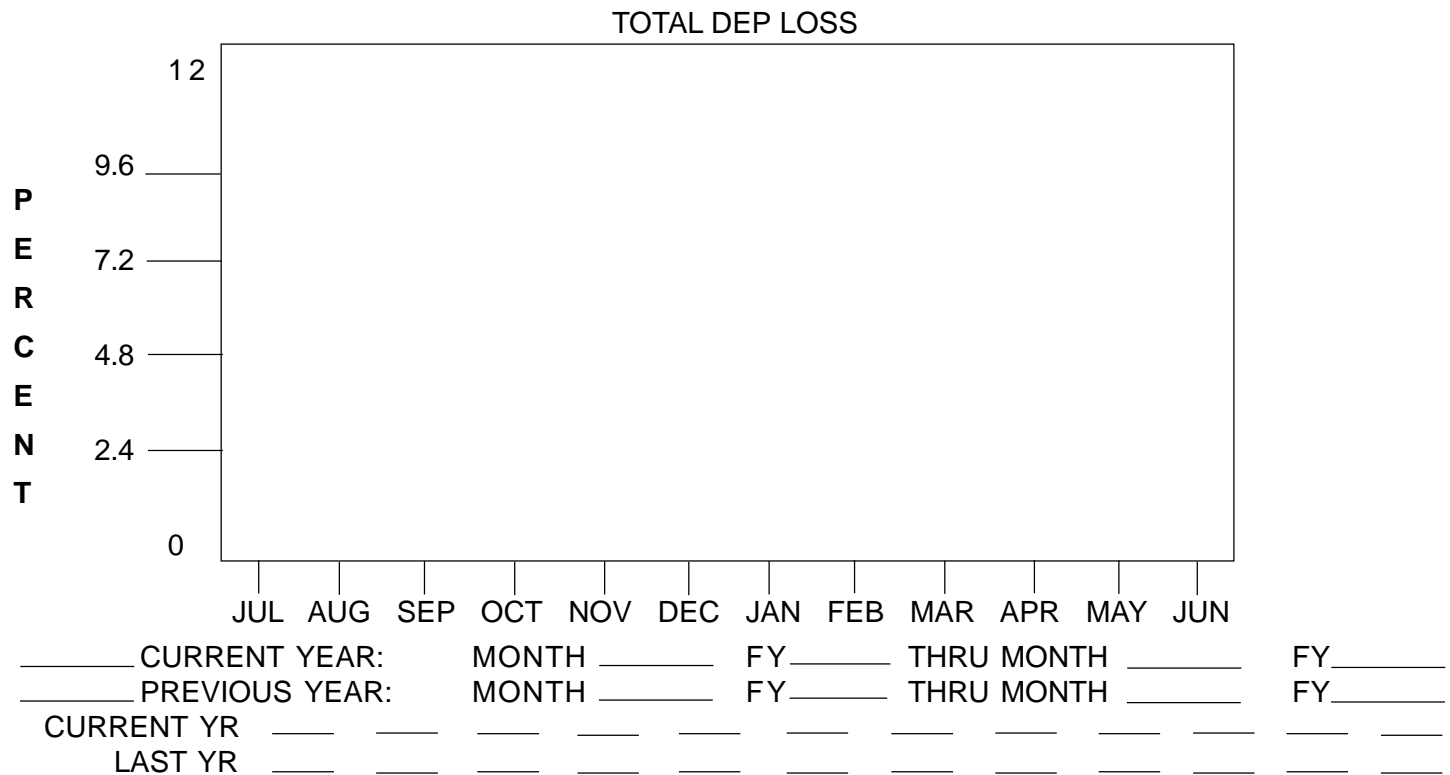
Figure M-1. Sample of Rctg Bn briefing slide (Continued)

DEP/DTP REFERRAL PROGRAM SUMMARY
(AS OF THE LAST DAY OF RSM _____)

A COMPANY	B CURRENTLY IN DEP / DTP	C PERCENT OF CURRENT MEMBERS OF DEP/DTP PROVIDING REFERRALS	D PERCENT ENLISTED FROM REFERRALS DEP / DTP	E YTD DEP LOSS PERCENTAGE
_____	/	/	/	_____
_____	/	/	/	_____
_____	/	/	/	_____
_____	/	/	/	_____
_____	/	/	/	_____
_____	/	/	/	_____
_____	/	/	/	_____
_____	/	/	/	_____
_____	/	/	/	_____
_____	/	/	/	_____
BATTALION TOTAL	/	/	/	

Figure M-1. Sample of Rctg Bn briefing slide (Continued)

SUMMARY OF FUNDED DEP FUNCTIONS
(YTD AS OF _____)

COMPANY	NUMBER OF ACTIVITIES	NUMBER OF PARTICIPANTS MILITARY/DEP/GUESTS	COST	NUMBER FUNCTIONS PLANNED	CONTRACTS
		/ /			
		/ /			
		/ /			
		/ /			
		/ /			
		/ /			
		/ /			
		/ /			
		/ /			
		/ /			
BATTALION TOTAL		/ /			

Figure M-1. Sample of Rctg Bn briefing slide (Continued)

LEADS STATUS

BATTALION_____ AS OF RSM_____

	RECEIVED	OVER DUES AMT / %	ENLISTMENTS	CONV %
REGULAR ARMY	_____	_____/_____	_____	_____
RESERVE	_____	_____/_____	_____	_____
COMBINED	_____	_____/_____	_____	_____
TOTAL YTD	_____	_____/_____	_____	_____

	RECEIVED	OVER DUES AMT / %	ENLISTMENTS	CONV %
RA NURSE LEADS	_____	_____/_____	_____	_____
USAR NURSE LEADS	_____	_____/_____	_____	_____
TOTAL YTD	_____	_____/_____	_____	_____

Figure M-1. Sample of Rctg Bn briefing slide (Continued)

SUMMARY OF TAIR ACTIVITIES

(YTD AS OF_____)

CATEGORY	NUMBER OF PROJECTS COMPLETED	NUMBER ATTENDED	NUMBER OF HIGH SCHOOLS PENETRATED	NUMBER OF REMAINING PLANNED EVENTS
AWARENESS				
SKILL CLINICS				
SPORTS CLINICS				
ARMY EXHIBITS				
GENERAL OFFICER SPEAKERS				
PROSPECT TOURS				
STUDENT NURSE TOURS				
OTHER NURSE				
SUPPORT COST				
TOTALS				

Figure M-1. Sample of Rctg Bn briefing slide (Continued)

SPECIAL INTEREST AREAS

COMMAND: _____ AS OF: _____

	PREVIOUS FY ACTUAL	FUNDED CURRENT FY	1ST QUARTER	2D QUARTER	3D QUARTER	4TH QUARTER
EDUCATOR TOURS						
# PLANNED	_____	_____	_____	_____	_____	_____
# CONDUCTED	_____		_____	_____	_____	_____
# ESCORTS	_____		_____	_____	_____	_____
# EDUCATORS	_____		_____	_____	_____	_____
$	_____	_____				
NURSE EDUCATOR TOURS						
# PLANNED	_____	_____	_____	_____	_____	_____
# CONDUCTED	_____		_____	_____	_____	_____
# ESCORTS	_____		_____	_____	_____	_____
# EDUCATORS	_____		_____	_____	_____	_____
$	_____	_____				
COI EVENTS						
# PLANNED	_____	_____	_____	_____	_____	_____
# CONDUCTED	_____		_____	_____	_____	_____
# HOSTS	_____		_____	_____	_____	_____
# PARTICIPANTS	_____		_____	_____	_____	_____
$	_____	_____				

Figure M-1. Sample of Rctg Bn briefing slide (Continued)

AS OF: _____

BUDGET EXECUTION REVIEW

	PLAN	OBLIGATION	DEVIATION	
			$	%
<u>OMA</u>				
RECRUITER SUPPORT	_____	_____	_____	_____
VEHICLES	_____	_____	_____	_____
COI/DEP	_____	_____	_____	_____
TAIR	_____	_____	_____	_____
RCTR INCENT AWARDS	_____	_____	_____	_____
RCTR TRAINING	_____	_____	_____	_____
TOTAL RECRUITER SUPPORT				
ADVERTISING (W/O LMPS)	_____	_____	_____	_____
LMPS ADVERTISING	_____	_____	_____	_____
TOTAL ADVERTISING	_____	_____	_____	_____
<u>OMAR</u>				
RECRUITER SUPPORT	_____	_____	_____	_____
VEHICLES	_____	_____	_____	_____
RCTR INCENT AWARDS	_____	_____	_____	_____
RCTR TRAINING	_____	_____	_____	_____
ADVERTISING (W/O LMPS)	_____	_____	_____	_____
LMPS ADVERTISING	_____	_____	_____	_____
TOTAL ADVERTISING	_____	_____	_____	_____

Figure M-1. Sample of Rctg Bn briefing slide (Continued)

ADVERTISING BUDGET
(FY_____)

AS OF: _____

ACTIVE: $ _____   USAR: $ _____

ALLOCATION / % OF TOTAL   ALLOCATION / % OF TOTAL

HIGH SCHOOL MARKET   _____ / _____   _____ / _____

COLLEGE MARKET   _____ / _____   _____ / _____

WORK FORCE MARKET   _____ / _____   _____ / _____

NURSE MARKET   _____ / _____   _____ / _____

TOTALS   _____ _____   _____ _____

Figure M-1. Sample of Rctg Bn briefing slide (Continued)

Appendix N
Nursing Operations (Nurse Recruiting Station and CLT Evaluation Checklist)

N-1. General
USAREC Fm 660-B (Nursing Operations (Nurse Recruiting Station and CLT Evaluation Checklist)) assists the BLT in monitoring and enforcing standards to accomplish the nurse mission. In addition, the use of the form will assist the BLT in identifying and correcting deficiencies and training needs.

N-2. Procedures
The BLT should use USAREC Fm 660-B as an aid to identify potential problems (see fig N-1). Deficiencies should be noted and provided to the CLT for corrective action or training in accordance with the followup evaluation date established by the BLT.

N-3. Analysis
   a. USAREC Fm 660-B is designed to provide the BLT with an accurate picture of the state of the nurse RS within the Rctg Co being evaluated. It is imperative that a detailed description of how to fix the problem is addressed.
   b. The inspector should establish a followup evaluation date at the end of the evaluation.
   c. After each inspection the current USAREC Fm 660-B should be compared to the previous USAREC Fm 660-B and analyzed for recruiting deficiencies.

N-4. Disposition and filing instructions
The current copy of USAREC Fm 660-B should be maintained in the CLT management binder. The previous quarter's inspection will be maintained in the CLT active file for 1 year.

Nursing Operations
(Nurse Recruiting Station and CLT Evaluation Checklist)
(For use of this form see USAREC Reg 350-10)

BATTALION ___Baltimore_____ COMPANY ___Delmarua_____

COMPANY COMMANDER ___CPT P. Elmore_____ RECRUITER TRAINER ___SFC Rogers_____

EVALUATOR ___1SG Watchman_____ EVALUATION DATE ___5 Sep 90_____

FOLLOWUP EVALUATION DATE ___19 Sep 90_____

1. ANC Application Processing and Applicant Selection:

   a. Does the CLT ensure ANC recruiters prepare appointment applications in accordance   YES __✓__ NO_____
with USAREC Reg 601-37 and forward complete and accurate applications to ANC
counselor for review?

   b. Does the CLT ensure that the OWNRS Data Input Record System is being maintained   YES __✓__ NO_____

   c. Does the CLT receive a copy of the OWNRS weekly?   YES __✓__ NO_____

2. ANC Selection Notification and Commissioning:

   a. Is the Rctg Co commander advised of applicant selection or nonselection by ANC   YES __✓__ NO_____
counselor of the Rctg Bn staff?

   b. Is USAREC Fm 818 (ANC Qualified Pending Accession Log) being maintained in   YES __✓__ NO_____
accordance with USAREC Reg 350-7?

   c. Is the Rctg Co commander conducting the ANC contact and followup requirements   YES __✓__ NO_____
prescribed in USAREC Reg 350-9, paragraph 7-6?

   d. Is CLT aware of current declinations?   YES __✓__ NO_____

   e. Does the Rctg Co commander ensure that the ANC applicants selected are commissioned   YES __✓__ NO_____
in accordance with new nurse commissioning procedures?

3. School Recruiting Program:

   a. Does the CLT have and maintain a copy of the ANC School Data Sheet?   YES __✓__ NO_____

   b. Does the CLT ensure school folders are being prepared for all accredited schools   YES __✓__ NO_____
of nursing?

   c. Does the CLT review the school folders to determine the effectiveness of assigned   YES __✓__ NO_____
recruiter?

4. ANC Officer Programs: Is the CLT actively involved in lead generation, prospecting, and   YES __✓__ NO_____
 processing activities?

USAREC Fm 660-B, Rev 1 Apr 93 (Previous editions are obsolete)

Figure N-1. Sample of a completed USAREC Fm 660-B

5. Training:

    a. Has the Rctg Co commander and 1SG attended the ANC Recruiting Course?   YES _____ NO ✓

    b. Has the recruiter training noncommissioned officer attended the ANC Recruiting   YES _____ NO ✓
Course?

    c. Does the CLT reivew USAREC Fm 818 to determine if training is required to reduce   YES ✓ NO____
the number of declines to zero?

    d. Is the nurse recruiter and/or RS commander included in reinforcement and sustainment   YES ✓ NO____
training?
       Rctg Co commander/1SG/RTNCO should be scheduled for the ANC Recruiting Course as soon as possible.

Figure N-1. Sample of a completed USAREC Fm 660-B (Continued)

Glossary

**Section I
Abbreviations**

AD
active duty

ANC
Army Nurse Corps

APFT
Army physical fitness test

ASVAB
Armed Services Vocational Aptitude Battery

BLT
battalion leadership team

BOARDS
Battalion Operations and Awards Reporting System

CIMS
Command Integrated Management System

CLT
company leadership team

COI
centers of influence

DEP
Delayed Entry Program

DOD
Department of Defense

DPR
daily performance review

DTP
Delayed Training Program

ESP
Enlistment Standards Program

FAST
Flight Aptitude Selection Test

FY
fiscal year

FYTD
fiscal year-to-date

GC
guidance counselor

HQ USAREC
Headquarters, United States Army Recruiting Command

HS
high school

IST
individual sustainment training

LEADS
Lead Evaluation and Distribution System

LRL
Lead Refinement List

MEPS
Military Entrance Processing Station

OCS
Officer Candidate School

OSB
Officer Selection Battery

OWNRS
OCS/WOFT/Nurse Reporting System

PMS
production management system

PS
prior service

PT
physical training

RA
Regular Army

Rctg Bde
recruiting brigade

Rctg Bn
recruiting battalion

Rctg Co
recruiting company

RI
recruiting impropriety

RS
recruiting station

RSID
recruiting station identification

RSM
recruit ship month

RSW
recruit ship week

RZA
recruiter zone analysis

SGM
sergeant major

SSN
social security number

SY
school year

TAIR
Total Army Involvement in Recruiting

TSC
test score category

TTE
transitional training and evaluation

USAR
United States Army Reserve

USAREC
United States Army Recruiting Command

USMEPCOM
United States Military Entrance Processing Command

WOFT
Warrant Officer Flight Training

YTD
year-to-date

1SG
first sergeant

**Section II
Terms**

battalion leadership team
Consists of the Rctg Bn commander and the Rctg Bn SGM.

college lists
These lists represent students enrolled full- or part-time in either main or branch college campuses, or both.

high school lists
These lists are generally organized by grade level, with a complete list defined as one containing at least 85 percent of the class enrollment.

school list
A roster of student names, addresses, and/or telephone numbers; also referred to as directory information.

stop-out list
A roster indicating college students withdrawing from college prior to completion of graduation and/or degree requirements.